

V. 41
JULY 1, 1937



TWENTY CENTS

Sales Management

★ Marketing Policies that Pushed the Durnore Company's Sales to an All-Time High

★ Circuses Become a Basic Part of Beech-Nut's Merchandising and Promotion Plan

★ MRCA Finds 82% of Motorists Reject Suggestion Oil-Changing Is Unnecessary

★ What S. C. Johnson & Son, Inc., Have Learned About Making Mailing Pieces Pull

★ Significant Trends—Future Sales Ratings—Sales Letters—Marketing Flashes

THE MAGAZINE OF MODERN MARKETING

INNER

SANCTUM

OF A LEADING AMERICAN INDUSTRIALIST

Her business paper is
GOOD HOUSEKEEPING

Good Housekeeping is different. Good Housekeeping is, in the literal sense of the word, the *business* paper for the largest business in America—Housekeeping. That is why women pay much more for Good Housekeeping—pay 25¢ and get more than their money's worth. For Good Housekeeping helps them run their business—run it better, more economically. That's why Good Housekeeping is read thoroughly—every word of it, from cover to cover; referred to many times every month. Your advertising in Good Housekeeping is *page one position*, no matter where it appears... for every page in Good Housekeeping is not only seen many times, but is studied thoughtfully. Furthermore your advertising is *believed*... for its readers know that Good Housekeeping presents the finest products of quality manufacturers... products which will help them in their workaday lives. Every word in Good Housekeeping, every word in its editorial and advertising pages, is Gospel to over 2,100,000 leading American industrialists.

Good Housekeeping
EVERYWOMAN'S MAGAZINE

BUSINESS PAPER TO AMERICA'S LARGEST BUSINESS—HOUSEKEEPING



"SLAVE drivers, that's what they are...seems like my innards haven't cooled off once since I rolled off the showroom floor.

"First, run the old man to the train...then home...then Johnny to school...then home...then to market...then back to market because the missus forgot butter ... then to some club meeting ... then home to lunch... then to school again... and so on and so on all day, every day, week in, week out. 11,000 miles* I've lugged them...and now what do I get? A trade-in! That's gratitude! Take a tip, comrades ...never get sold into a suburban family. It's hell on wheels."

★ ★ ★

The American Home goes to car-dependent families . . . something like 1,000,000 of them . . . families who live where they have to have a car (at least one). You'd have a hard time finding an easier, more responsive market for automotive advertising.

* From The American Home reader-study by Daniel Starch: Average yearly mileage, single car owners only.

The **A**merican **H**ome
There's no place like
for advertisers who sell anything for the home

JULY 1, 1937

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THE HUMAN SIDE



Where's Oscar, the \$500 Fish?

Combine luck, skill, and old reliable Barnum-Ballyhoo and you get the Chicago *American's* latest promotional stunt. Preceded by editorial fanfare, the paper dumped 200 fish into the waters of near-by Fox Lake. Each fish bore a tag redeemable at from \$1 to \$10 when presented at the *American's* sports department. Oscar, a hefty bass, led the shoal with a special \$500 tag; and Fanny, his "wife," was worth \$200 to some fortunate Izaak Walton.

Other tagged fish are being released in additional Illinois and Wisconsin lakes in a contest that possesses "many of the good features of a lottery, without any legal entanglements," as Promotion Manager C. L. Gould states it.

When this issue went to press, Oscar was still at large. Most of Chicago's fishermen are seeking his attention with toothsome tid-bits, hoping thereby to gain the biggest fish story of their lives. Mr. Gould is quite content. On the other hand, or fin, it is rumored that all the fishermen pursuing Oscar are enough to make him wild.

A Warm "Welcome, Stranger"

There's nothing granite-hearted about the merchants in Quincy, Mass., the "Granite City." Certainly that must be the opinion of new residents of the city, who, upon arrival, receive from the local Chamber of Commerce a Welcome Package containing cards from about 20 merchants and service organizations offering free goods and service.

Last year 2,400 families received the Welcome Packages, and according to E. J. MacEwan, secretary of the Quincy Chamber of Commerce and originator of the plan, the merchants who participated "secured practically 100% results." Mr. MacEwan says this is the only plan of this type of which he knows where the criticism has been that too many people come in, rather than too few.

And who wouldn't take advantage of such offers? Here are a few of them: Copies of the Boston *Evening American* delivered free for six days; use of the classified ad columns of the Quincy *Evening News* for ten days; free admission to the local cinemas; free laundering of four shirts or three tablecloths; an alarm clock from the local jeweler; the cleaning of a suit or a dress; a 50-cent kitchen utensil from a hardware store; 75 cents worth of merchandise from a men's and boys' furnishing store; a box of Charles of the Ritz face powder "blended for you alone." One of the local food stores offers a pound of coffee; another offers a case of ginger ale. Two establishments offer to grease a car free of charge.

In almost every instance there is space on the card for the customer's name and address, and sometimes for other pertinent information, such as "make of car." The men's and boys' furnishing store asks, "Are there any boys in your family? . . . Ages. . . ." The recipient is generally asked to present the card in person. Mr. MacEwan says that users of the service make it a

point to show special courtesies to the new residents who present their cards, often escorting them through the establishment.

With each set of cards there is a letter from the Mayor of Quincy, who welcomes the new resident and calls attention to Quincy's facilities: Its school system, churches, financial institutions, transportation systems, beaches, and parks.

Quincy's Chamber of Commerce has a file of grateful letters from new residents, proving that the plan goes a long way toward curing those "just-moved-to-a-new-town blues."

Curly Top and Morley

That charming kitten, "Chessie," of the Chesapeake & Ohio apparently has stolen so much interest, and perhaps business, from other railroads that the Pennsylvania and the New York Central have decided—each in its own way—to do something about humanizing—or should we say, kittenizing?—themselves.

As you know, the Central's "Twentieth Century Limited" and the Pennsylvania's "Broadway Limited" both were 35 years old on June 15. For a generation these two have been the most famous trains in this country.

On that far-off day in 1902 when the "Pennsylvania Special," later known as the "Broadway," and the "Twentieth Century" made their first runs between New York and Chicago, press agents were relatively unknown. The Pennsylvania had no Ivy Lee or Tommy Ross, the Central no C. W. Y. Currie, to give due sweep and pageantry and gladness and pathos, to the events.

Ivy Lee is dead now, but Tommy Ross still carries on. When the "Broadway Limited" left New York for Chicago, "over the shortest rail route between the nation's two greatest cities," wrote one of Mr. Ross's henchmen for publication that particular Tuesday of last month, it was the recipient of an autographed copy of Christopher Morley's book, "Streamlines." On a blank page Mr. Morley wrote: "For the Broadway Limited. . . from her old—or at any rate ageing—friend, who knew her when. . . ." The first essay in "Streamlines" is entitled "Broadway Limited." It describes Mr. Morley's trip in the cab of the train between Chicago and Fort Wayne, Ind., "when this distance of 148 miles was covered in 140 minutes."

The "Broadway" also had flowers and things aboard to make the anniversary run quite a gala.

Even so, Mr. Currie and his "Curly Top" seem to have stolen the day. . . .

Violet Kathleen Schmidt has lived most of her nine years beside the New York Central tracks in Elkhart, Ind. Three years ago, wrote Mr. Currie's department, this poor little "modern Cinderella adopted the 'Century'." Waving to the train, eastbound and westbound, rain and shine, Winter and Summer, Violet was "so persistent in her affection that finally the 'Century' and its crew adopted her."

Some of the train's "distinguished passengers" also grew to recognize her. When the crew took up a collection to buy her Winter clothes, just before last Christmas, they chipped in.



Curly Top poses with the train and Pullman conductors of her adopted father, the Twentieth Century Limited.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright July 1, 1937, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered at second-class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. July 1, 1937. Volume XLI. No. 1.

The Curtis Publishing Company
announces

*New Advertising Rates
for the
Ladies' Home Journal*

EFFECTIVE WITH THE OCTOBER, 1937, ISSUE

Black & White Page	2-Color Page	4-Color Page	Line Rate
\$8,500	\$10,000	\$11,500	\$13.25

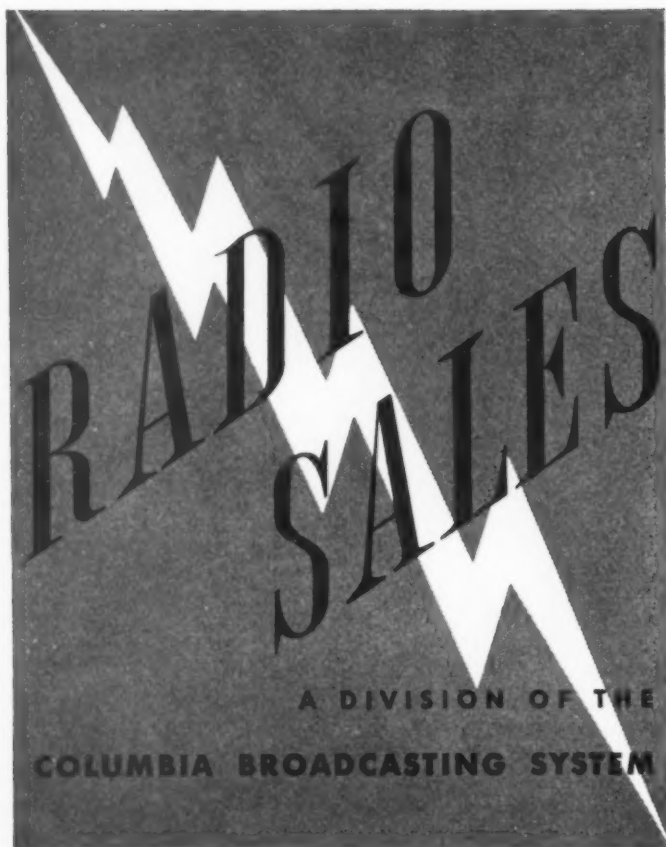
\$2.90 per thousand black-and-white pages—the lowest in the history of the Journal. (Based on the Publisher's Interim Statement for the first quarter of 1937.) Estimates for the second quarter point to a greater circulation and consequently a lower rate per page per thousand.

Reader interest in the Journal is increasing more rapidly than ever before. Circulation is at an all-time peak.

The Journal will continue to have the best editorial material available and will sell to the reader, as always, on a full-price, cash-in-advance basis, without the use of cut prices, clubs, premiums or other extraneous inducements.

The combination of this new rate and the demonstrated response of women to the Journal editorial leadership provide an outstanding advertising investment.

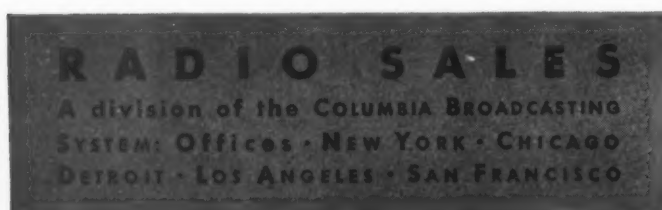
THE CURTIS PUBLISHING COMPANY
INDEPENDENCE SQUARE
PHILADELPHIA



You will do well to join the roster of 81 RADIO SALES clients (many of the country's largest advertisers). You get a complete program service, complete and instant information on "open time", and complete market data FOR LOCAL, AND SPOT, RADIO ADVERTISING. One contact, one contract, brings you any and all RADIO SALES stations: the following dominant stations each operated by the COLUMBIA BROADCASTING SYSTEM, in these nine great markets. Here is radio's most concentrated selling force!

NEW YORK	WABC	50,000 WATTS
CHICAGO	WBBM	50,000 WATTS
LOS ANGELES	KNX	50,000 WATTS
ST. LOUIS	KMOX	50,000 WATTS
MINN.-ST. PAUL	WCCO	50,000 WATTS
CHARLOTTE	WBT	50,000 WATTS
WASHINGTON	WJSV	10,000 WATTS
BOSTON	WEEI	5,000 WATTS †
CINCINNATI	WKRC	5,000 WATTS †

† 5,000 watts day; 1,000 watts night.



Then—presumably under Mr. Currie's guidance—F. E. Williamson, president of New York Central System, invited Violet to ride from Elkhart to Chicago as his guest. On her ninth birthday, May 6, the "Century's" crew gave her a Summer outfit and another ride to Chicago, where she broadcast from a local station.

To cap it all, Violet was brought to New York with her mother for the "Century's" birthday. She participated in a children's program at Radio City, saw the ocean for the first time, palled around with Mr. Williamson and other notables, and, as "Curly Top, the Sweetheart of the Century," went west on the anniversary run.

The newspapers, which seemed inclined to ignore the Pennsylvania's Mr. Morley, gave "Curly Top" a pretty good break. The *Herald Tribune*, which specializes in "human interest," did a half column, with photograph, about her, supplying details which even Mr. Currie apparently had failed to find.

Proud of the little girl's renown, Mr. Currie, however, disclaims credit for her "discovery." That, he told SM, goes to Joe Connolly, president of International News Service and of King Features. Mr. Connolly, riding on the "Century" last Winter, saw the crew waving to her. He learned that, after three years, they had become pretty steady friends. Mr. Connolly took the matter up with his people when he arrived in Chicago, and saw that "Curly Top" was made the theme of an International News Service Christmas story. Only then did Mr. Currie learn about her.

Nearly everybody with the New York Central System goes around now with a new light in his eye, thinking about the adoption by this two billion dollar corporation of a poor little nine-year-old girl.

As for "Curly Top," she confided to the *Herald Tribune* that when she grows up she "hopes that she can work on a train." She is not exactly sure what she can do. But it must be on a train. "Curly Top" is a practical little person. She will do nothing flighty—like becoming stewardess on an airplane. Unless the Central is in the air transportation business then.

Ceiling-Ad-Murals

Such is the nature of their business, advertisers, so to speak, wear their hearts on their sleeves, for daws to peck at.

The principal problem, however, is not the pecking but the suggestions of consumers and laymen generally.

Every publication which writes about or carries advertising receives copy ideas for submission to Camel cigarettes or Seagram's whisky, and plans for new media, which no one has ever thought of before.

Most recent—and by no means worse—new medium was born the other day of the brain of George Durst, 94-31 Van Wyck Boulevard, Jamaica, Long Island. In pencilled longhand, over three sheets of paper, George asks:

"Advertisements on barber shop ceilings?

"Would it be practical?"

And he goes ahead, with diagrams showing position of head, eye level, etc., while undergoing a shave or a facial shampoo, to show that it *might* be practical. He invites us to "test it yourself during your next shave."

George is meeker than most creators:

"Perhaps the idea is dizzy. But perhaps it has merits. I am not the type to judge that point. I know nothing about anything—and less about advertisements."

The name which he suggests is "Ceiling-Adver-Murals." He emphasizes that since one has nothing else to do, and is apparently comfortable and in good humor, one will concentrate on the advertiser's message. Also, "a hair cut and shave improves your appearance 75%." One would be more receptive to the ceiling suggestion of a new hat, shirt or tie.

SALES MANAGEMENT

Two-Minute Tour OF THE INDIANAPOLIS RADIUS



UNIT MARKET. Consumers of the Indianapolis Radius are singularly like-minded in their buying preferences, primarily because of the dominant influence and easy accessibility of Indianapolis, the action center of this inviting market. This fact, plus the fact that it can be sold through ONE newspaper, makes the Radius unusually easy and economical to cultivate.



RADIUS TOWNS ARE PROSPERING. Like Lebanon, shown above, scores of them report factories running near capacity, increased employment and a greatly expanded volume of trade. Are you putting forth intensive selling effort in these thriving consumer markets? A campaign in The News will cultivate them quickly and economically.



NEW MOTOR ROUTES, covering more than 6,000 miles daily, concentrate News rural circulation on main highways where families of highest purchasing power live. This is coverage without waste—an automatic spotting of sales messages where sales can be—and are being made.

New York: Dan. A. Carroll
110 E. 42nd Street

THE INDIANAPOLIS NEWS

Chicago: J. E. Lutz
435 N. Michigan Ave.



KEY TO 150,000 HOMES. No other daily newspaper in history has reached as many Central Indiana families as The News reaches today. If your advertising is not appearing before this vast News audience, you're not doing the selling job you should do in the Indianapolis market.



JUST OFF THE PRESS. A detailed study of the marketing and advertising advantages of the Indianapolis Radius. A copy is yours for the asking.

Sales Management

VOL. XLI. NO. 1

JULY 1, 1937

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Notes from the Managing Editor's Desk

Not many manufacturers are so quick to seize an opportunity to help the nation's department managers get a little more joy out of life as Richards, Boggs & King, Inc., Chicago. That's the outfit that has made Plio-film raincoats and related products into a business that's growing so fast it's embarrassing to the owners. See July 15 SM.

Sales executives sometimes overlook some of the small or medium-sized cities which, because they are close geographically to larger centers, have their real values as markets somewhat obscured. We've made a study of a number of such centers which will come along in the next issue. The figures may be a surprise to you.

Many of our subscribers will receive within the next three or four weeks a letter asking for either opinion or information on one of four important subjects which will be discussed in this year's "Managing Salesmen" special issue. The editors hope you who are asked to contribute will throw your experience into the pot. In such studies, the more cooks, the better the broth! Here and now we commit ourselves with a promise to make that issue alone worth more than the price of a year's subscription.

Note: We're doing a study of sales manuals for that above-mentioned issue. If you have issued a new manual this year, won't you tell us about it—and lend us a copy?

A. R. HAHN.



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94% Gain

IN KENTUCKY FARM INCOMES—

KENTUCKY farmers received 94% more cash income during the first quarter of 1937 than they did during the corresponding period of last year. In the first three months of this year \$59,492,000 was paid to them for their products and practically all of this money will find its way into the channels of retail trade.

Kentucky showed the fourth largest percentage of increase in farm income in the nation, advancing from 17th to 11th place among the States. When you place your message in these effective media you not only reach the prosperous rural sections of this great market but you also get complete coverage of the thriving industrial centers.

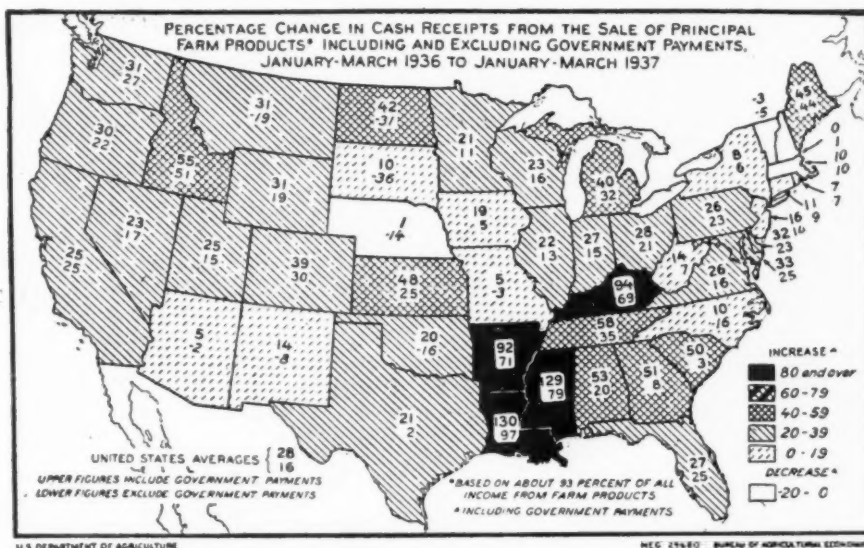
WHAS

EDWARD PETRY & CO.

National Representatives



50,000 WATTS
820 KILOCYCLES



The Courier-Journal. THE LOUISVILLE TIMES.

REPRESENTED NATIONALLY BY THE BRANHAM COMPANY

JULY 1, 1937

[7]



THE BRAINS OF ... at your elbow!

CODE of ETHICS

The Associated Business Papers, Inc.



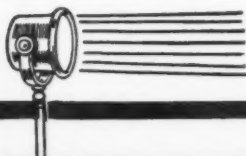
Each A.B.P. Publisher subscribes to the following principles of publication practice:

- 1 — To consider, first, the interests of subscribers.
- 2 — To work for truth and honesty.
- 3 — To eliminate his personal opinions from news columns, but to be a leader of thought in his editorials.
- 4 — To refuse to publish "puffs", free reading notices or paid "write-ups"; and to measure all news by this standard: "Is it real news?"
- 5 — To decline advertisements which mislead, or do not conform to business integrity.
- 6 — To solicit subscriptions and advertising solely on merit.
- 7 — To supply advertisers with full information regarding character and extent of circulation, subject to authentic verification.
- 8 — To cooperate with organizations and individuals engaged in creative advertising.
- 9 — To avoid unfair competition.
- 10 — To determine the greatest function of the field he serves, and to promote that function in every legitimate way.

Add to these principles the fact that A.B.P. publications must also be members of the Audit Bureau of Circulations, and you can readily see why buyers of space in A.B.P. papers enjoy practically waste-free, paid circulation among worthwhile buyers in whichever market they choose to address.



THE 1937 A.B.P. Blue Book, offering you the combined knowledge and experience of 2,537 men, every one market minded and market wise, is now available. To advertisers and advertising agencies who have made profitable use of the previous issue, this valuable reference book needs no introduction... except to say that it is larger and more complete than before. To those who are not acquainted with the A.B.P. Blue Book, a glance inside (see illustration) will show how this volume sets forth uniformly and in detail, without superlatives, without idle claims, the facts you need in appraising the papers that serve the markets you sell.



THE ASSOCIATED

2,537 MARKET-WISE MEN



IMPORTANT NOTICE

The initial mailing of office copies, for agency and advertising executives, will be made before August 1st.

MEMBERS OF THE ASSOCIATED BUSINESS PAPERS, INC.

Advertising Age
Advertising and Selling
Air Conditioning & Refrigeration News
American Builder and Building Age
American Business
American Hairdresser
American Machinist
American Miller
American Paint Journal
American Perfumer
American Printer
American Restaurant Magazine
American School Board Journal
Architectural Forum
Architectural Record
Atlantic Fisherman
Automobile Trade Journal
Automotive Industries
Aviation

Bakers' Helper
Bakers' Weekly
Blast Furnace and Steel Plant
Boot and Shoe Recorder
Brewers Journal
Brewery Age
Brick and Clay Record
Building and Building Management
Building Supply News
Bus Transportation

Canadian Grocer
Canadian Transportation
Casualty Insurer
Catholic School Journal
Ceramic Industry
Coal Age
Chain Store Age — Administration Edition
Chain Store Age — Druggist Edition
Chain Store Age — General Merchandise Variety Store
Chain Store Age — Variety Store Managers Edition
Chain Store Age — Grocery Executives Edition
Chain Store Age — Grocery Managers Edition
Chemical and Metallurgical Engineering
Concrete
Construction Methods and Equipment

Corset & Underwear Review
Cotton
Grocery & Glass Journal
Daily Metal Trade
Diesel Power & Diesel Transportation
Domestic Engineering
Dry Goods Economist

Editor & Publisher
Electrical Contracting
Electrical Merchandising
Electrical South
Electrical West
Electrical Wholesaling
Electronics World
Embalmers' Monthly
Engineering & Mining Journal
Engineering News-Record

Factory Management and Maintenance
Fire Engineering
Food Industries
Foundry
Furniture Manufacturer
Furniture Record

Gas
Gas Age-Record & Natural Gas
Geyer's Stationer and Business Equipment Topics
Gift & Art Buyer

Hardware Age
Hardware and Metal (of Canada)
Heating & Ventilating
Heating, Piping and Air Conditioning
Hide and Leather with Shoe Factory
Hospital Management
Hotel Bulletin
Hotel Management
Hotel Monthly
House Furnishing Review

Ice Cream Review
Ice Cream Trade Journal
Industrial Arts & Vocational Education
Infants' & Children's Review

Inland Printer
Insurance Salesman
Iron Age

Jewelers' Circular-Keystone

Laundry Age

Machinery
Marine Engineering and Shipping Review
Metals & Alloys
Mida's Criticism
Milk Dealer
Mill Supplies
Modern Brewer
Modern Packaging
Motor Age
Municipal Sanitation

National Cleaner & Dyer
National Petroleum News
National Provisioner
National Real Estate Journal
National Underwriter
National Underwriter — Life Insurance Edition

Oil Weekly

Paper Industry
Paper Mill
Pencil Points
Petroleum Engineer
Petroleum Marketer
Power
Power Plant Engineering
Printers' Ink
Printers' Ink Monthly
Printing Art Quarterly
Product Engineering

Radio Retailing

Railway Age
Railway Electrical Engineer
Railway Engineering and Maintenance
Railway Mechanical Engineer
Railway Signaling
Real Estate Record
Refiner and Natural Gasoline Manufacturer
Restaurant Management
Rock Products
Rough Notes

Sales Management
Sheets (Package Manufacturing Journal)
Shoe and Leather Reporter
Signs of the Times
Soap
Southern Automotive Journal
Southern Power Journal
Spirits
Sporting Goods Dealer
Sporting Goods Journal
Starchroom Laundry Journal
Steel

Textile Bulletin
Textile World
Tide
Timberman
Traffic World
Transit Journal

Underwear & Hosiery Review
Water Works Engineering
Water Works and Sewerage
Welding Engineer
Wood Worker

Look for this symbol first



when you buy space

AD BUSINESS PAPERS

• INC • 369 LEXINGTON AVENUE • NEW YORK



Sales Management's Future Sales Ratings

KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best Relative Outlook
- ★★★★ Very Good Relative Outlook
- ★★★ Good (Medium) Relative Outlook
- ★★ Fair Relative Outlook
- ★ Least Impressive Relative Outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry marked ★★★★★.

	Sales Prospect for July, Aug. & Sept.	Sales Prospect for Next 12 Months		Sales Prospect for July, Aug. & Sept.	Sales Prospect for Next 12 Months
Advertising.....	★★★★	★★★★	Lawyers' Income.....	★★★	★★★
Air Conditioning.....	★★★★★	★★★★★	Liquor (Alcoholic Bev- erages).....	★★	★★
Aircraft (Sales of Air- planes).....	★★★★★	★★★★★	Luggage.....	★★★★	★★★★
Aircraft (Passenger Travel).....	★★★	★★★	Machine Tools.....	★★★★★	★★★★
Autos (New Car Sales)...	★★★	★★	Machinery (Agr'l.).....	★★★★★	★★★★
Auto Tires.....	★★★★	★★★	Machinery (Ind'l.).....	★★★★★	★★★★★
Baked Goods (Bread)...	★★	★	Meats.....	★★★	★★★
Baked Goods (Specialty)	★★★	★★★	Metal Containers.....	★★★	★★★★
Banks (Revenues).....	★★	★★★	Motion Picture Receipts	★★★★	★★★★
Beer.....	★★★	★★	Musical Instruments...	★★★★	★★★★
Building Materials.....	★★★★★	★★★★★	Office Equipment.....	★★★★★	★★★★★
Candy & Chewing Gum	★★	★★	Oil (Cooking).....	★	★
Canned Fruits and Vegetables.....	★★	★★★	Paint.....	★★★★	★★★★
Cereals.....	★	★	Paper (Newsprint).....	★★★	★★★
Chemicals (Misc.).....	★★★	★★★	Paper (Wrapping).....	★★★	★★★
Cigarettes.....	★★★	★★	Photographic Supplies...	★★★★	★★★★
Cigars.....	★	★	Physicians' and Den- tists' Income.....	★★	★★
Clothing (Men's, Women's, Children's)	★★★★	★★★★	Plastics.....	★★★★	★★★★
Coal (Anthracite).....	★	★	Printing and Publishing Equipment.....	★★★★	★★★★
Coal (Bituminous).....	★	★★★	Radios.....	★★	★★
Cosmetics.....	★★	★★	Railroad Equipment...	★★★★★	★★★★★
Cotton Textiles.....	★★	★★	Railroad (Net Income)...	★★★★	★★★★★
Dairy Products.....	★★	★	Rayon Textiles.....	★★★★	★★★
Department Stores.....	★★★	★★★	Real Estate Rentals...	★★★	★★★
Diesel Engines.....	★★★★★	★★★★★	Refrigerators.....	★★★	★★
Drugs and Medicine...	★★	★★	Restaurants.....	★★★	★★★
Electrical Equipment (Heavy).....	★★★★★	★★★★★	Rural Stores.....	★★★★★	★★★★★
Electrical Equipment (Light).....	★★★	★★★	Shipbuilding.....	★★★★★	★★★★★
Exports.....	★★★★★	★★★★	Shoes.....	★★★	★★★
Flour.....	★	★	Silk Textiles.....	★★	★★
Furs.....	★★★	★★★	Soap.....	★★★	★★★
Gasoline and Oil.....	★★★	★★★	Soft Drinks.....	★	★
Glass (Plate).....	★★★	★★★	Sporting Goods.....	★★★★	★★★★
Groceries.....	★	★	Stationery (Commercial).....	★★★	★★★
Hardware.....	★★★★★	★★★★★	Steel and Iron.....	★★★★★	★★★★
Hotels.....	★★★	★★★	Sugar.....	★★	★★
HouseFurnishings (Floor Coverings, Furniture, Beds, etc.).....	★★★★★	★★★★★	Toothpaste and Mouth Washes.....	★	★
Household Products (Kitchenware and Miscellaneous).....	★★★	★★★	Toys and Games.....	★★★★	★★★★
Imports.....	★★★★★	★★★★	Trailers (Auto).....	★★★★★	★★★★★
Insurance (Misc.).....	★★	★★	Travel (Sea).....	★★★★	★★★★
Jewelry.....	★★★	★★★	Trucks.....	★★	★★
Laundry.....	★★★	★★★	Utilities—Electric.....	★★	★★
			Utilities—Gas.....	★	★
			Utilities—Telegraph...	★★	★★
			Utilities—Telephone...	★★	★★
			Washing Machines.....	★★★	★★★
			Woolen Textiles.....	★★★	★★★

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Big Business Ahead; Individual Incomes Outpacing "HCL"

In spite of widespread business uncertainty, caused by serious labor troubles and worries over the Administration's actions and plans, the sales prospect for the third quarter is excellent. Extent of improvement in current purchasing power is indicated by the fact that April farm income was up 24.3% over April, 1936, and factory pay-rolls in May were up 30.1% over May, 1936.

Elimination of the price bogey caused by the inflationary scramble for goods in the first quarter has effected a basically healthier outlook for the remainder of the year. It must be observed, however, that payment of the soldiers' bonus last year, large government expenditures and the steep uptrend in business through the second half of 1936, set up a record which it will be very difficult to improve upon.

A narrowing rate of gains over 1936, accordingly, is the likely experience over the remainder of 1937, even though business activity will be high and sales generally will top all past records, excepting 1929.

Retail Sales Continue Up

Since the business peak was reached in December last year and wage advances and dividend distributions were large throughout the final quarter, it is quite possible that the sales gain over 1936 may shorten down close to nil by the end of the year. Nevertheless, SALES MANAGEMENT's monthly survey made in connection with Future Sales Ratings revisions finds a consensus that the third quarter will show an average aggregate retail sales advance of at least 10% over the corresponding quarter of 1936.

Basically, it is highly encouraging to note that individual income is expanding faster than living costs; economic history shows, in this regard, that sane prosperity is an inevitable corollary of this situation. Future Sales Ratings have been adjusted this month to the survey analysis of general business prospects and the beliefs of a long and growing list of economists, trade experts, statisticians and analysts. Because of the growing comprehensiveness of this checking system, the ratings-estimates are constantly growing in their value for sales planning.

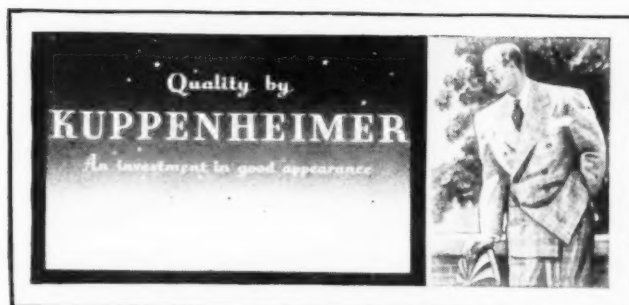
SALES MANAGEMENT

"U-S" POSTERS

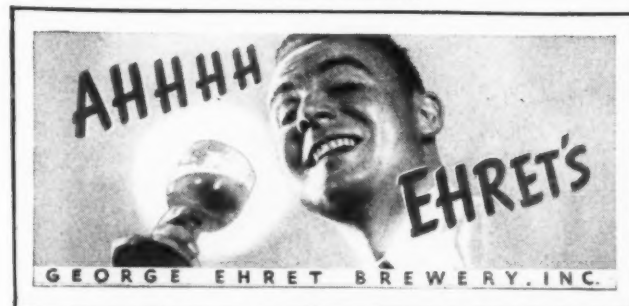
make every highway a *Salesway!*



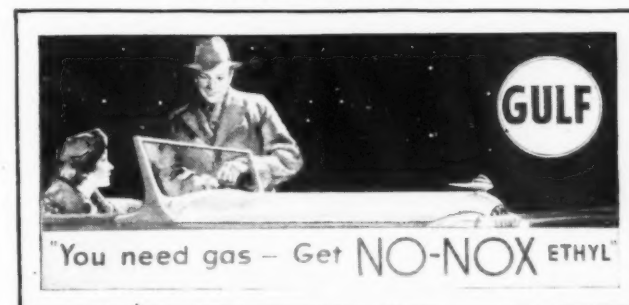
This Old Gold poster was litho-served by W. C. Kempland, of the Atlantic Division.



This Kuppenheimer poster was serviced by J. P. Robnett, of the Erie Division.



This Ehret poster was litho-served by J. I. Voorhees, of the "U-S" New York Office.



This Gulf poster was litho-served by R. B. Anderson, of the Erie Division.



This Heinz poster was litho-served by G. P. Hughes, of the Powers Division.

AMERICA lives outdoors. To sell America, meet your prospects in the outdoor world—with "U-S" Posters. "U-S" Posters have long life . . . utilize to the utmost the power of color . . . make quick, colorful impressions . . . sell merchandise.

To reach a particular territory, or to blanket the nation . . . to flash your message to consumers on their way to the point-of-sale . . . to supplement and reinforce every other form of advertising . . . use "U-S" Posters.

The producing plant at Erie includes a complete poster organization and equipment to handle any quantity, large or small, by photo-projection or straight lithographic reproduction, with utmost dispatch and economy.

If you are now using the poster panels, take advantage of ERIE—"U-S" service and facilities. In any event, weigh carefully the question of fitting outdoor advertising into your marketing program—and call a "U-S" representative. There's an office near you.

The UNITED STATES PRINTING & LITHOGRAPH COMPANY AND DIVISIONS

HOME OFFICE:
315 BEECH STREET,
CINCINNATI, OHIO

- AMERICAN LITHOGRAPHIC DIVISION
- ATLANTIC LITHOGRAPHIC & PRINTING DIVISION
- DONALDSON LITHOGRAPHING DIVISION
- ERIE LITHOGRAPHING & PRINTING DIVISION
- PALMER ADVERTISING SERVICE DIVISION
- W. F. POWERS DIVISION
- TREC & TCHIST LITHOGRAPHING DIVISION

SALES AND SERVICE OFFICES:

BALTIMORE
BOSTON
BROOKLYN
CHICAGO
CINCINNATI

CLEVELAND
DETROIT
ERIE, PA.
INDIANAPOLIS
LOS ANGELES

KANSAS CITY
MILWAUKEE
MINNEAPOLIS
NEW YORK
PHILADELPHIA

PITTSBURGH
SAN FRANCISCO
SEATTLE
ST. CHARLES, ILL.
ST. LOUIS



This Conoco poster was litho-served by M. M. Payne, of the "U-S" Western Division.



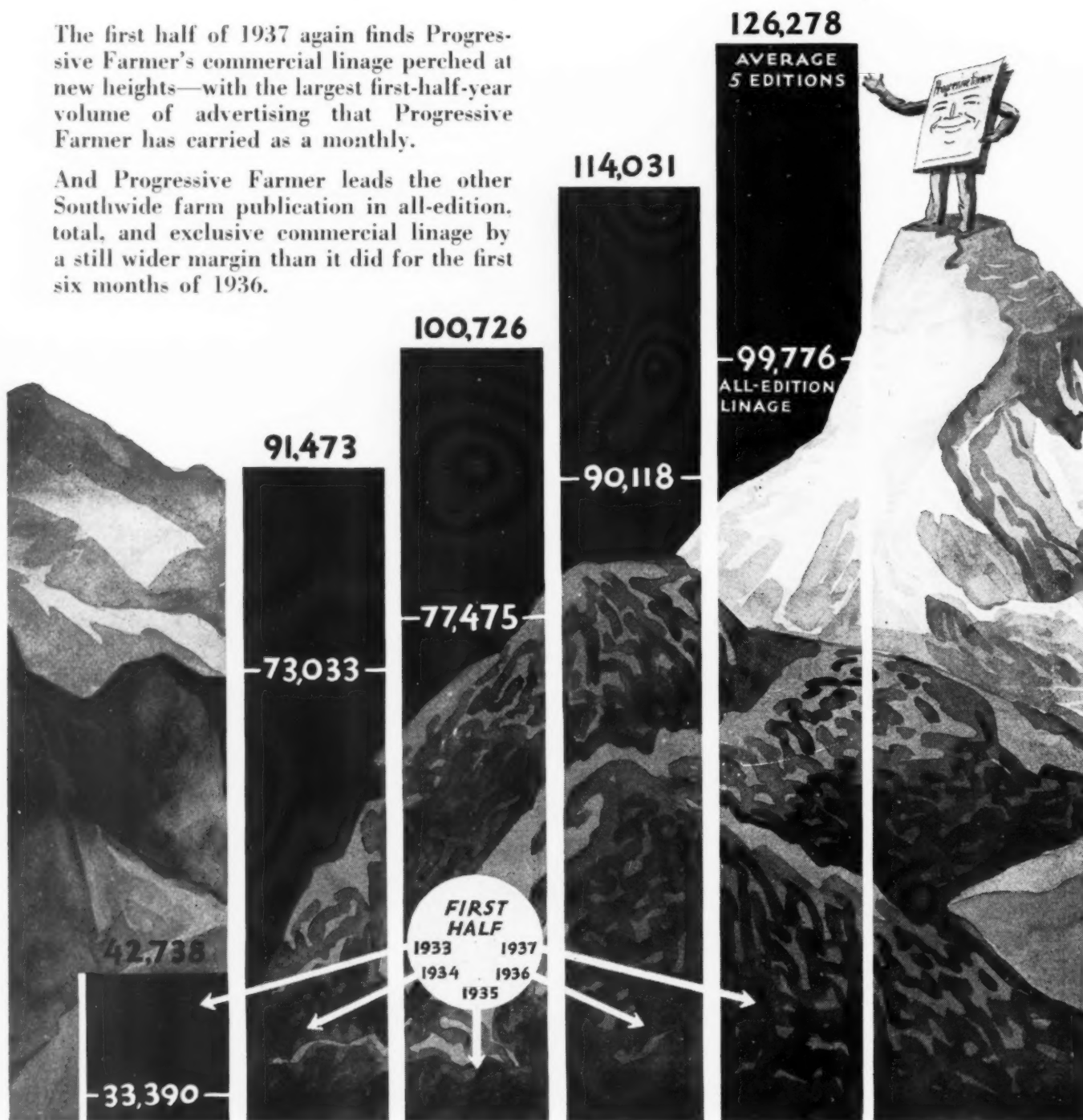
This Havana Ribbon poster was litho-served by C. H. Brown, of the "U-S" Philadelphia Office.

Scaling the Peaks

IN ADVERTISING LINAGE

The first half of 1937 again finds Progressive Farmer's commercial lineage perched at new heights—with the largest first-half-year volume of advertising that Progressive Farmer has carried as a monthly.

And Progressive Farmer leads the other Southwide farm publication in all-edition, total, and exclusive commercial lineage by a still wider margin than it did for the first six months of 1936.



BIRMINGHAM

RALEIGH

250 Park Avenue
NEW YORK

MEMPHIS

DALLAS

Daily News Bldg.
CHICAGO

Progressive Farmer
and Southern Ruralist

“IN THE RURAL SOUTH, IT'S PROGRESSIVE FARMER”

Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending July 1, 1937:

Pessimistic Prosperity

Colonel Leonard Ayres of the Cleveland Trust Co. has coined a phrase, "pessimistic prosperity," which aptly describes the second quarter of 1937. Production has increased in volume, employment has advanced materially, wages have risen and profits have been larger—but business sentiment has been predominantly gloomy and there has been much discussion of an expected recession or slump.

Colonel Ayres says, "Probably the real explanation of the disagreement between business sentiment and the business statistics is to be found in the fact that there has been a long continued decline in the security markets. That is a condition which never fails to produce gloom among business men, even though their own affairs may be entirely unaffected by the price declines.

"A similar phenomenon is to be noted in the attitudes of farmers, who are always deeply concerned about the price of wheat, even though they themselves may not raise a bushel of it."

Most dispassionate observers agree that underlying forces are both propitious and constructive—that among the definitely favorable signs are (1) unused credit resources, which today are greater than in any previous period of recovery; (2) tremendous call for the modernization and replacement of obsolete buildings and machinery; (3) tremendous existing replacement demand for automobiles and other consumer durable goods deferred during the long depression; (4) development of new industries and the promotion of new products such as air conditioning.

Against the favorable signs must be weighed such temporarily retarding factors as (1) strike disorders and rising labor costs; (2) uncertainty over government policies; (3) correction of over-extended speculative positions in Europe; (4) continuation of the Spanish civil war and monetary troubles of some of the European governments; (5) the lull in our business activity as a result of strikes, seasonal conditions and readjustment after unduly rapid commodity advances and heavy inventory buying earlier in the year.

"But most people overlook the fact that good business always is preceded by a period of inactivity in business," comments a recent bulletin of the Brookmire Corp. "Periods of hopelessness, low prices and declining business, while disheartening, are actually favorable if other underlying forces are propitious"—and they are.

The statistics of the average worker in manufacturing industries in April, according to a survey by the National Industrial Conference Board, are about as follows: Work week, 41 hours; weekly wage, \$28.09; hourly earnings, 68.4 cents; real earnings, 11.6% above 1929, 9.1% above 1936 and 1.8% over March. The average work week is 15.1% less than during the boom days but is 3.8% higher than a year ago.

JULY 1, 1937

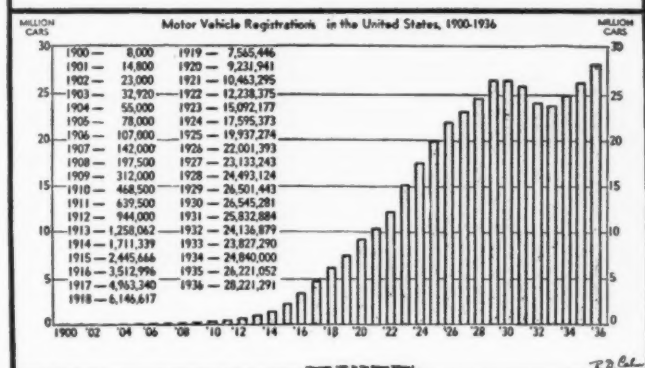
The Conference Board finds further, that labor cost per man hour in April was 17.7% above the 1929 level but that there was an increase of 27.6% in output per man hour, largely as a consequence of mechanization and improved methods of operation. The labor cost per unit of product was 7.5% lower than in 1929.

A decidedly favorable factor which was omitted in one of the paragraphs above, simply because it is so important that it deserves special attention, is the tremendous growth in cash receipts from marketings of farm products. April figures are the latest available and they show a gain in cash income for farmers during the first four months of the year of 13% in the North Atlantic states, 27.1% East North Central, 14.1% West North Central, 32.6% South Atlantic, 55.6% South Central, and 26.8% in the Western states.

According to the publication, *The Business Barometer*, while three of the nine leading car makers have suffered from labor headaches, their competitive position in the sales picture has altered very little from last year. From General Motors, Chrysler and Hudson plants, where labor worries were thickest, came 68.6% of all 1937 cars sold during their first six months on the market. These same companies made 70.4% of all last year's models. Chrysler's share of 1937 model sales rose to 26% from 24.2% last year. Hudson's share was fractionally lower than in 1936, and General Motors' dropped from 43% to 39.6%.

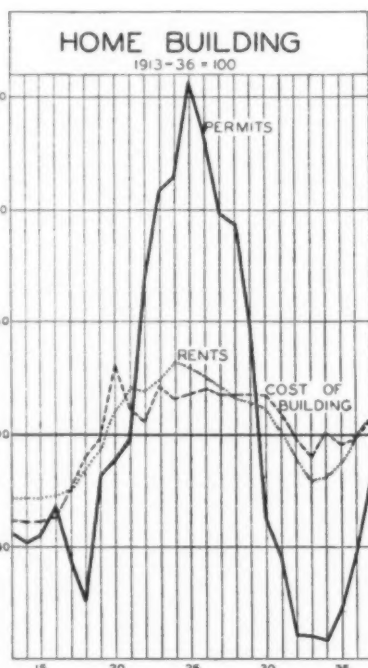
Clarence Saunders has apparently made an initial success of his Keedoozle grocery store in Memphis (the one where customers insert an electrical key to release desired items which slide to a wrapper along a conveyor belt), and has announced the opening of branches in the near future in St. Louis, Chicago and Los Angeles. The original requirement of a \$1 minimum purchase has been dropped.

Automobiles Now in Use Set New High Mark



This Chicago Tribune chart goes back 36 years to trace the growth in motor vehicle registrations. Because all of us know so many people who formerly had cars but who are now unable to own and operate them it is surprising to see that the upturn started in 1934 and the registration total now is well in advance of its previous high point in 1930.

This chart from the Bulletin of the Cleveland Trust Co. shows that the volume of new residence construction is rapidly increasing after a long period of inactivity. A current vigorous advance in house rents makes new houses appear to be far more attractive investments than they have been in many years. The costs of building have increased also but rents have gone forward more rapidly. The heavy solid line shows the dollar value of permits for new residential building each year in 257 cities. During the seven years from 1921 through 1927 the level of rents remained high as compared with the cost of construction and in that period we had the greatest building boom in our history. Then the level of rents fell well below the costs of new building and the boom was succeeded by an extreme slump. Now the index line of rents has again risen above cost and the rapid expansion of new home construction is under way.



The Big Six

Six counties—New York, Cook, Wayne, Philadelphia, Los Angeles and Cuyahoga—account for 25.9% of the nation's pay-roll in industry and business, according to the Business Census report issued last week. Each, of course, is urban.

• • • Twenty-three counties account for 25.4% of the personnel employed by industry and business and on farms in 1935. No figures are available on compensation of farm personnel by counties. Eight hundred and eighteen counties, roughly one quarter of the total, account for 75% of the personnel.

• • • According to the government report there were 28,528,105 employed, but this does not purport to be the grand total for the country because certain phases of business were not included in the report due to lack of information. More important among these are domestic services, professional services, transportation, communications, public utilities, forestry, etc.

• • • From the standpoint of pay-roll, New York County leads with 9.27% of the United States total, followed by Cook, Ill., with 5.94%; Wayne, Mich., with 3.67%; Philadelphia 2.84%; Los Angeles, 2.38%; and Cuyahoga, Ohio, with 1.85%. The report is available upon request to the Census Bureau, Washington, D. C.

• • • Retail stores did a 3.6 billion dollar business in May, an 8% upturn over a year ago, according to calculations of the American Retail Federation. Rural retail sales chalked up an impressive gain of 11% against an 8% increase for city department stores. The best relative advances in both cities and rural areas were made by sporting and travel merchandise, hardware, paints, electrical supplies and other lines influenced by building and home improvement.

[14]

Birthday of R-P Act

The Robinson-Patman Act has been on the statute books since June 19, 1936, and there seems to be no unanimity of opinion about its effects. The American Institute of Food Distribution claims that operation of the law has pleased most of the packers and manufacturers but agrees with SALES MANAGEMENT's surveys in the June 1 and June 15 issues that wholesale grocers have been disappointed. It hasn't greatly crippled their competitors, the chains and the voluntaries, and it has cut to some extent their own income from practices which the law condemns.

• • • Big chains have been deprived of considerable income formerly received from advertising and promotion allowances, special discounts, rebates and diverted brokerage, but these losses have been equalized by buying direct at net prices, increasing the effectiveness of their own brand promotion, and securing better margins on many national brands.

• • • The Federal Trade Commission has had 291 investigations necessitating field work. One hundred and fifty-two investigations have been completed. Of these, the Commission has issued formal complaint in 22, closed 98, and 32 are still awaiting disposition. In 43 of the 98 cases closed the Commission found that no unlawful discrimination was apparent. Twelve cases were closed because the parties complained of had changed their practices before the alleged violations had been completely investigated. In 14 cases the evidence failed to disclose that the differentials in price produced any unlawful effect upon competition.

Ford's Old Men

The alert *Christian Science Monitor* sent a trained investigator into the Ford plant to find out whether intensive methods of mass production wear out workers at a premature age and leave them, discarded on the "industrial scrap-heap," useless for further factory jobs.

• • • The investigation disclosed the following figures on age groups of all Ford factory employees in the United States:

More than one-third of all Ford wage earners are above 40.

Nearly a quarter of the total are over 45.

"The Ford organization likes older workers," comments a company spokesman. "For the steadiness and precision required, it finds them generally more dependable. Mr. Ford insists that his pay-roll shall represent a cross-section of the community with reference to age or any disability.

• • • Summarized, the age data are as follows:

Total Ford factory workers, 123,562.

40 years and above, 47,156.

45 and above, 28,576.

55 and above, 6,377.

70 and above, 198. Two men are aged 84.

• • • Most of these older men entered the company years ago and have grown with it. Men who have been with Ford 18 years and more are common. "Besides," the article continues, "the company is hiring men of the upper years along with the younger. Men over 50 have been newly hired within recent months. Unlike some concerns, in taking on new men it is not concentrating on youngsters."

SALES MANAGEMENT

Men in the Marketing News

Shoe Man: (Below) Burton L. Wales, for the past five years manager of the Arnold Authentics division of Stetson Shoe Co., South Weymouth, Mass., has been appointed general sales manager and elected a member of the board of Stetson, including M. N. Arnold Shoe Co. He joined the Stetson organization in 1932 when Arnold was consolidated with it.



News Man: (Below) Malcom Muir has resigned as president of McGraw-Hill Publishing Co. to become president of Weekly Publications, Inc., publisher of *News-Week*. Associated with him on the board of directors are Vincent Astor, chairman; W. Averell Harriman, S. Winston Childs, and A. H. Lockett.



Flier: (Above) George W. Noland for the past several years sales manager of the Richland and Davidson Shoe companies of General Shoe Corp., Nashville, has been elected vice-president in charge of the service department. He pilots his own plane on frequent business trips.



Belter: (Below) Frederick E. Barth, for 11 years vice-president of Graton & Knight Co., Worcester, Mass., "world's largest manufacturers of leather belting," has been elected president. He succeeds the late Frank H. Willard.



Storer: (Above) Arthur J. O'Neill has been appointed state stores division manager of Seagram-Distillers Corp. He has been with the company since the opening of its offices, following Repeal, as Pennsylvania district manager.

Rubber Man: (Right) L. J. Waldron succeeds A. Kochler as general sales manager of Pennsylvania Rubber Co., Jeannette, Pa. Mr. Waldron joined the firm in 1915 as a salesman. By 1929 he had risen to the eastern district sales managership which he now relinquishes. He's a graduate of Dartmouth.



Lyon Trainer: (Above) H. B. Spackman is appointed general sales manager of Lyon Metal Products, Inc., Aurora, Ill. He will have supervision of all sales activities, including advertising and sales promotion, of four major divisions of the company.



Cleaner: (Above) J. Fred Tonn becomes vice-president and general manager of Dif Corp., Garwood, N. J., Magnus Chemical Co. affiliate. He was for many years vice-president and general manager of Oakite Products, Inc., and is a former member of the American Grocery Manufacturers Association board of directors.



Photo by
Blank-Stoller

Marketing Policies That Pushed Dumore Sales to an All-Time High

THE Dumore Co., Racine, Wis., broke all of its sales records in 1936, topping 1929, its previous peak year, by 2%. Sales in early months of 1937 have run 50% higher than last year. In doing this it has had:

No increase in company salesmen.

Fewer but more active distributors.

A strict "no price-cutting" policy.

Dumore's business is limited, in the main, to precision grinders and fractional horsepower electric motors. A reporter for SM, in the belief that its methods ought to be of value to sales managers everywhere, visited the company's general offices in Racine.

L. B. Augustine, sales manager, and R. L. Hamilton, director of sales promotion, told the story of how this remarkable record had been attained. It is not something that "just happened."

Distributor Always Protected

The company has approximately 90 distributors, carrying stock, located at strategic points in the United States and Canada. The average distributor will usually stock something like 3,000 items, of which probably 15 are Dumore products. The problem, then, is to maintain a sufficient interest in Dumore items so that the distributors will push them actively.

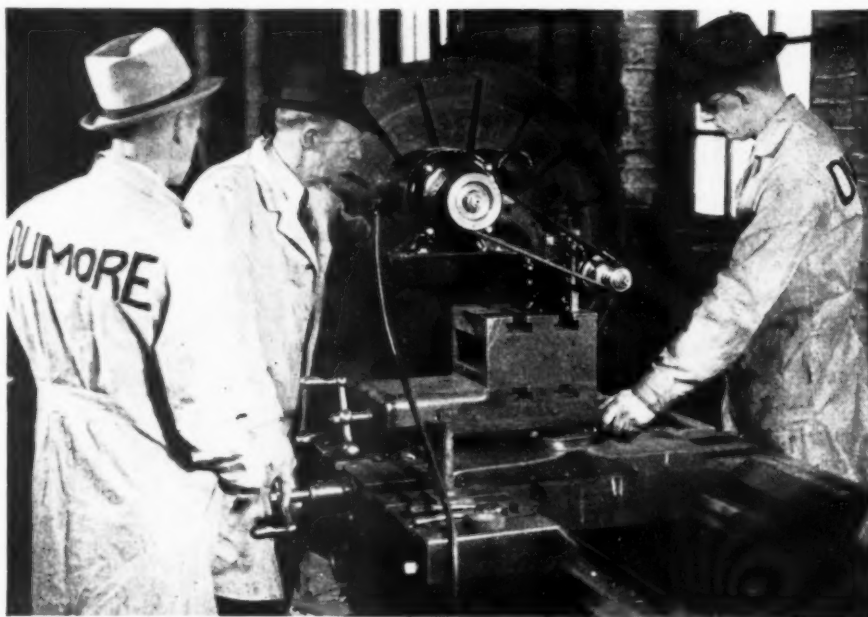
To accomplish this Dumore maintains a price differential which protects the stocking distributor; an adequate profit margin. To protect them in this, Dumore never makes any "introductory offers" to direct consumer contacts; and definite resale prices are adhered to, even in territories where the company has no distributor representation.

Non-stocking distributors, of course, enter the sales picture. This is a secondary line of sales attack. When such a sale is made, the deal is routed through an established dealer. Both share in the profits.

The company employs eight territory salesmen and two industrial call salesmen who are maintained continuously on the road. These men are shop-trained experts. They work closely with distributor salesmen; and whenever they sell, or assist in sales, the distributor gets his full profit on the deal. This means that the factory man is always welcome and has the full cooperation of the distributor and the distributor salesman.

Because their sales difficulties are common to many other companies, because their policies are courageous and sound, and because sales results have been most exceptional, we feature here the story of a relatively small company that serves the industrial market.

BY LESTER B. COLBY



The Dumore factory salesman goes into the prospect's shop, talks the language of the expert in every line of fine machine work, and shows him how to do the job better—with Dumore tools. He is also always on the lookout for out-of-date equipment which may be replaced with profit to the user.

The factory men analyze jobs, instruct, and suggest the proper equipment. A man for this type of work must be specially trained and his experience must be varied. He must know:

A. How to talk to the leading technicians in each line of industry, using their own language and showing familiarity with their problems. He is always meeting experts and must always be an expert.

B. How to grind tools, dies and other metal or non-metal parts in any line of industry.

C. How to mount a tool in a milling machine, lathe, shaper, planer, or what have you, in a manner that proves him a past master in skill.

D. How to get in and get out gracefully;

he must be a diplomat as well as a salesman and technician.

Such men, in a season's work, may be called upon to demonstrate precision small-bore grinding on a production basis; grinding rubber rolls in a printing plant, fender dies in an auto plant, Bakelite molds in a plastic plant, bottle molds in a glass works; under-cutting mica on the main commutator of an automobile generator; sharpening bits in an oil field; grinding dies for an airplane engine or safety razor blades, or tool parts for agricultural machinery, looms or shoe machinery.

He must be equipped with the sort of tongue that can drop a word here, or a suggestion there, that will make the prospect desire the tool he is demonstrating. In his work he is expected

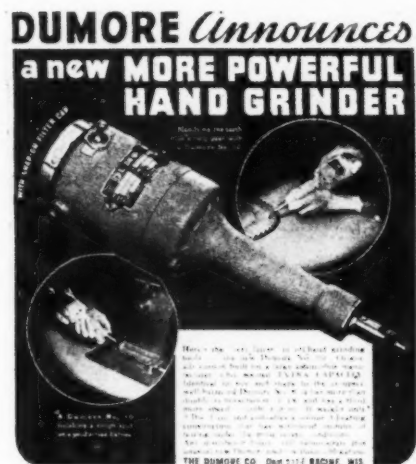
to point the prospect's desire for the better and higher-priced tools.

When he checks over a plant he is always on the watch for out-of-date or obsolete equipment. He suggests the junking of this or that tool in the name of efficiency and economy. As evidence that industrial buyers are heeding this and turning to better equipment Mr. Augustine said:

"We are now making 20 commonly used tools. A recent check-up showed that the two highest priced on our list account for 44% of our volume.

That this type of selling is successful is illustrated by a specific case. The factory man was scheduled to go out on a week's trip not long ago with a distributor salesman. The salesman was frankly skeptical. He said:

"I'm starting out at 7 a.m. on Monday morning. If this guy isn't ready to start I'm going without him." The factory man got up at 4 a.m. to be on hand for the start. When he arrived the salesman remarked, "Buddy, I didn't expect to see you."



THESE DISTRIBUTORS STOCK DUMORE TOOLS

This typical Dumore advertisement shows how the company lists its distributors. Direct contact or a phone call to the distributor, has excellent psychological effect and at the same time speeds up the inquiry or purchase.

They had a good week. The factory man got into a number of spots the regular salesman hadn't been able to break. He put on his demonstrations. They took orders all week. They got some good ones. When they parted the salesman shook hands vigorously and remarked:

"You know your stuff. You showed me some new angles. And, brother, you made me about \$700 in commis-

Important sales problems the Dumore Co. found a way to lick:

1. The problem of getting distributors who carry many other items to push its products aggressively.
2. The problem of teaching both salesmen and distributors how to trade up.
3. The problem of finding a constructive way to work with distributors' salesmen.
4. The problem of helping the distributor convert the prospect who hasn't been sold into a steady buyer.

Their methods are described in this article.

sions. Come along again—any time."

Usually these specially trained factory men put in about three days at a time with a distributor. The distributor is asked to arrange, in advance, for demonstrations. He is expected to look for special problems. If the expert finds that the distributor has made no plans for him he may, at his own judgment, move out of the territory at once.

"We cooperate with our distributors and expect them to cooperate with us," says Mr. Augustine. "We have deliberately cancelled out lethargic distributors. Frankly, we think we are better off without them.

"We encourage our distributors to employ experts. A man to sell our goods can't be just a peddler. Our best distributors are men who pay good wages and get good men. We don't believe a man can think dollars and sell high-priced quality goods on pauper pay.

"Our trained field men are more than salesmen. They are a demonstration to the distributor that trained experts are worth their hire and that they can profit by employing men of that stamp. They are visible protests against lack of preparation in specialized selling."

R. L. Hamilton described, among other things, the systematic follow-up system used to pursue all inquiries. The company is a persistent advertiser in trade publications. It employs such mediums as *American Machinist*, *American Exporter*, *Canadian Machinery*, *Electrical Manufacturing*, *Industrial Arts & Vocational Education*,

Industrial Equipment News, *Machinery*, *Machine Design*, *Machine Tool Blue Book* (Hitchcock's), *Mill & Factory*, *Mill Supplies*, *Modern Machine Shop*, etc. It issues its own quarterly, "Dumore Shop Talk," an illustrated 4-page tabloid which features factory news and tool applications.

"In addition to our close cooperation with distributors through direct-mail advertising and personal contact by our industrial sales engineers," explains Mr. Augustine, "we find that the business papers play an important part in the work we are doing.

"For the past year or so we have found it very effective to list our stocking distributors in each Dumore advertisement in order that the prospective customer who reads the ad may immediately obtain additional information from his local distributor, or make purchases, without having to go to the factory.

"The effect of listing distributors is dual; it speeds up the work of getting materials and demonstrations to the customer, and also strengthens our position with the distributor. Naturally, a distributor feels quite close to the company that lists his name and is hammering away at the fact that this distributor is a Dumore representative in his particular territory.

"We like to rely on business papers to keep our products constantly before potential buyers. We feel that such advertising also has the effect of keeping the distributors on their toes. You see, it works this way: Prospects will call on the distributors and when they find they are interested in Dumore

tools, prospects brought to them by Dumore advertising, they naturally talk Dumore tools to other prospects."

Dumore's factory follow-up system always routes the sale through the distributor. It works in this manner:

1. Inquiries from advertising and other sources are carefully checked at the factory and then forwarded to the proper distributor for his specific follow-through.

2. Inquiries are directed to distributors who have done missionary work; if no such work has been done they are sent to the distributors nearest the prospects. This method gives preference to the distributor who is on his toes.

3. A series of follow-up sales letters is sent to each inquirer. These go direct from the factory, but emphasize the name of the dealer to whom the inquiry has been referred.

4. Every distributor is followed-up to see that he acts on the inquiry; if unusual questions develop, he is told that he can have help from Dumore salesmen if the case justifies that aid.

5. Such follow-ups continue until the sale is made, or until instructions come from the distributor to close the file. In other words, the distributor is not permitted to "forget" the inquiry until the sale is made or lost.

The Trend Is Upward

Much of the company's new high records in dollar sales are credited to factory developments. New, better and higher-priced units have been invented and produced since 1929. In that year the biggest possible unit sale was \$180. Today, with an advanced line, a broader assortment, etc., it is possible for a salesman to run one order up to \$800.

Distributors and salesmen are told: "Don't let the manufacturer reorder the old tools he has been using for 20 years or more. Show him the newer and more efficient tools that have made those he knows and uses obsolete.

"Convince him that he can't afford to buy these old type tools when better, more efficient and higher-priced tools have been developed. Prove to him that these are a money-saving investment in the end."

Bits of dramatic selling are used on occasion. It is pointed out that, with new precision equipment, grinding has become so accurate that 30 "bites" can be taken from a single human hair, each "cut" measured and calibrated, before the hair is cut through; that because certain grinding speeds are most effective—a regulated per-foot-per-second measurement—spindle speeds are available from 10,000 to 42,500 revolutions

per minute! Grinders may work to an accuracy of .0001 of an inch!

Dumore also issues a large variety of direct mailing pieces aimed at specific fields. In each the language of that special branch of industry is used. These include folders, broadsides, stuffers, mailing cards, handbooks and manuals. Each salesman carries a Kalamazoo post binder, in leather zipper

case, with inserts 8½x10⅝. These include service bulletins, technical data, and special information which may be required in the sales work.

The Dumore company was founded by L. H. Hamilton, who was co-inventor of the first vacuum cleaner. It was invented, of all things, to perform a beauty culture job on a horse! It took two men to do the job. The second man had to hold the horse.

Advertising Campaigns

[Old and New Products as Promoted in Newspapers, Magazines, Radio, Trade Papers and Posters]

More on Mahogany

Philippine Mahogany Manufacturers' Import Association, Inc., through agents Gerber & Crossley, Portland, Ore., starts consumer promotion with half pages in *American Home*, *Architectural Forum*, *American Builder*, *Yachting*, and smaller space in *American Lumberman*, *Timberman*, and *California Lumber Merchant*.

Imports of Philippine mahogany exceed those from any other country. (For story of South and Central American, African, and Mexican mahogany see SM May 1, 1937). But the Islands are afraid that when they attain independence, and lose tariff-free entrance to this market, business will nose-dive. Therefore the present effort to maintain and broaden sales before trade barriers go up.

Copy will hymn Philippine mahogany as the "most economical of the luxurious tropical hardwoods." Uses enumerated include interior finish, furniture, cabinet work, pleasure-boats.

Dr. Pepper Soothes

Instead of running a children's radio program that jolts them into conniption fits with gangsters and such, 26 Texas Dr. Pepper bottlers sponsor a restful period of nursery songs, with Mother Goose in person. Letters from appreciative kids and parents are cascading into station WFAA, Dallas, at a 2,000 a week clip.

Considering the limited territory covered, the cooperating bottlers, the Dr. Pepper parent company, and agents Tracy-Locke-Dawson are feeling chipper. Typical of the fan mail is this from a Dallas mother:

"Most programs for small children are too exciting for them, and often . . . is beyond their understanding, even though it may stimulate their imaginations . . . I hope you will be encouraged to continue with similar programs."

Rebroadcasts throughout the southern states are being arranged so that all Dixie juveniles will gulp Dr. Pepper at "10, 2, and 4."

Covermarket

A few years ago Lydia O'Leary developed "Covermark" cosmetic to hide a disfiguring birthmark. Her corporation is still the pioneer, but rivals are bobbing up. Clark-Millner, Chicago, will use 25 magazines and 54 Sunday newspapers this Summer to publicize the virtues of "Hide-It." The preparation, in cream and stick form, conceals pimples, freckles, bruises, even "dark circles under eyes," and is water and peel-proof. Frankel-Rose Co., Chicago, is the agency.

Old Gold's New Gold

American Newspaper Publishers Association's Bureau of Advertising issues a booklet describing Old Gold's prize contest to accompanying grins from all hands.

P. Lorillard Co. is tickled at doubled sales, production stepped up from six billions last year to ten billions for '37. Two million people entered the contest, of whom 2%, or 40,000, tied for first place. "Surveys showed that 83⅓% of the contestants were new smokers, accounting for 74,970,000 of the 90,000,000 wrappers submitted at the rate of three a week."

Newspapers are gratified that the medium carried contest copy exclusively. Double pages in 374 papers of 170 cities started the contest with a whoop; space was tapered off as it progressed, with emphasis placed on the product. Newspaper flexibility is, of course, stressed by A. N. P. A., which points out that floods caused postponement of the contest, and "tip sheets" required prompt disavowal by Old Gold. Both were possible because daily papers can insert or delay copy on short notice.

SALES MANAGEMENT

Lastly, contestants were interested in the puzzles, for only 15% dropped out—a new record. The 40,000 in the final tie-breaking brain-wrackers will be a-twitter until winners of 1,000 prizes are announced in August. From every standpoint Old Gold's \$1,000,000 ad investment, through Lennen & Mitchell, paid ample dividends.

Steinies vs. Cans

American Can Co., through Fuller & Smith & Ross, is laying \$1,000,000 on the line for Keglined beer cans. Big space in 134 newspapers of as many cities will run for 11 weeks, plus the Ben Bernie program over NBC. A portfolio to brewers and distributors calls it a "Heat Wave" campaign.

Meantime Glass Container Association—and United States Advertising Corp.—is not letting cobwebs accumulate on its "steinie" beer bottles. A series of prize contests, backed by newspapers and radio, in various cities has jumped bottled beer sales "materially." In Los Angeles the rise was 74%; in Detroit 33%. Yet "sales of beer in standard bottles and cans remained practically unchanged."

Steinies are being introduced to New York by a four-month group of essay contests. Space in ten papers and twice-weekly broadcasts over WEAJ uncork consumer enthusiasm.

A Cavalcade Moves On

"Renewals: E. I. du Pont de Nemours & Co., 'Cavalcade of America,' for 13 weeks, a half hour of CBS time."

There's nothing unusual about this item, merely another in the daily grist of radio contract news. But behind it lies the story of one of the most successful "institutional" air campaigns. "Don't call it that," say account executives of BBDO agency, "because what we're really doing is a Company job, with a capital C."

The general conception of "institutional" advertising is self-glorification



"Movie" Display: More than 20 carloads of these animated store displays have been shipped by the producer, Window-Craft Display Service, Buffalo, N. Y., to Philco dealers. The girl's hand apparently engages the dial at six different points, twists it around, and the copy, "Click, there's your station," lights up. Call letters of stations in a particular territory are mounted in the metal dial openings.

from the advertiser's own viewpoint. None of the Cavalcade commercial announcements are puffs for du Pont products. They occupy from two to two and a half minutes at the broadcast's end. Prices are never mentioned. General groups of materials are more often referred to than particular products. Some 80% of the listeners could never directly buy any du Pont products mentioned.

Free of high-pressure and direct selling, the program is aimed at the fairly intelligent "middle group"—most particularly at families—people in short who will listen to and understand the informative company stories embodied in the commercials. When possible, the latter are tied in with the context of the preceding entertainment. Surveys show that some 5,500,000 people hear Cavalcade over 45 CBS stations each week.

Eschewing big names and comedi-

ans, Cavalcade dramatizes incidents and characters in American history, carrying out the idea that as America grew, so du Pont has grown. In Summer an all-musical program replaces the drama. Musicals are injected approximately every fifth week throughout the year to avoid heaviness.

After 15 months on the air a test question was inserted in one program to learn if listeners were tuning out the commercial. After the play, the regular commercial, and the signature music, with no build-up, the announcer stated that du Pont was considering a change in the program's style and would appreciate opinions. Thousands of letters deluged Columbia, praising the period and protesting any change. Only six writers suggested any variation.

Two years ago the program started as an extension of a general magazine campaign to overcome the general impression that du Pont's principal business is the manufacture of munitions. Only one half of one per cent of the firm's annual volume comes from this source.

Keynoted by the slogan, "Better things for better living—through chemistry," du Pont points to its contributions in the form of industrial chemicals, refrigerants, synthetics, plastics, dyes, paints, rayon, Cellophane, and many others.

Surveys conducted by the Psychological Corp. of America and other fact-finding organizations indicate a steady shift in public opinion and conception of du Pont. For this change Columbia Broadcasting is reasonably entitled to take a bow, since its network has been the prime medium.

Comic Strip Posters

B. N. Pollak, ad and sales promotion manager of Richfield Oil, believes his firm's comic strip 24-sheet posters break new ground—the first to use this technique on outdoor billboards. Until corrected by readers with elephant memories, we'll let his statement stand.

However, there's no question about Richfield's 200% increase over last year's showing. Posters are to blanket the territory east of Pittsburgh and north of Virginia, in cities as well as on highways. O. Soglow's puckish pen drew the wordless cartoons.

A previous small spot newspaper campaign of single cartoons and little copy was "highly successful," so the Soglow posters are "expected to be even more effective"—particularly in view of the fact that "70% of all adults who read newspapers read the comics."

Fletcher & Ellis, Inc., is the agency.



People like funnies in papers, why not on billboards?

What S. C. Johnson Has Learned About Making Mailing Pieces Pull

Direct advertising produces plenty of orders for this big wax maker — and, at the same time, it merchandises the company's lavish advertising in other media.

WHAT kind of direct-mail sales solicitation will bring in the largest return, in orders per dollar cost? Sales managers, promotion managers, advertising managers have asked that question thousands of times. A reporter for SM put that question the other day in the general offices of a company which has used direct-mail selling effectively over a long period—and got an answer.

The house is S. C. Johnson & Son, Inc., Racine, Wis. Johnson started in the wax business 51 years ago, when there was no wax industry at all, although the value of wax was well known. It had long been recognized for its virtues in polishing woodwork. It was used by wood workers and cabinet workers.

It was manufactured and marketed, however, in a hit-or-miss fashion. Imports were irregular. Generally speaking, the public did not know how or where to buy it. Johnson came into the field and pioneered the business.

Johnson today employs more than 200 salesmen, uses magazine, newspaper, radio and direct-mail advertising and promotion and is the largest manufacturing and sales unit in the industry. It uses direct-mail steadily and consistently to solicit orders from the trade.

Its customers include jobbers in the drug, grocery, hardware and electrical fields and retail hardware stores, groceries, paint stores, drug stores, auto accessory dealers, oil companies and department stores. A mailing may cover 60,000 accounts.

When asked what sort of mailing piece gave the biggest return per dollar investment an official of the company said:

"A simple, direct, plainly worded

letter, signed by our sales manager. This kind of letter, of course, must ask for an order and an order blank must be enclosed.

"We use, mainly, a business reply post card, no postage required, or a self-sealing folding reply piece with seal flap.

"Such letters, as a rule, announce special deals of some sort and we try always to give our trade some good reason for sending in an immediate order.

"We use broadsides, in color, for various promotions and to get over messages announcing contests or to call attention to radio and newspaper advertising campaigns; but for the downright job of getting in immediate orders we are convinced that the simple, direct letter over the signature of our sales manager does the work best at the lowest cost."

Signatures Where They Count

P. M. Petersen is sales manager for the Johnson company and as a result of the above his signature has become one of the best known in the world in the minds of buyers of wax products. But it isn't overdone. Whenever a buyer sees his name on a letter he knows that a direct offer is being made and that the letter deserves attention.

Merchandising wax is, to a considerable degree, seasonal. Women are likely to give their furniture special goings-over in the Spring and Fall. Automobile owners put their elbows to work with special energy on warm Spring days and periodically through the Summer. It's an all-year business but it has its peaks.

Because of the considerable variety of its wax products, each prepared for special uses, Johnson has its dealer lists carefully classified. Frequency of mailings to these lists may depend on a number of factors. The more important classifications may receive four, five or six mailings each year. Less important ones may get only two or three.

To care for the variety of mailings and their volume—40,000 pieces being in no way uncommon—the company has a battery of multigraph machines. Where art work and color printing is used the job is generally

done by the Western Printing & Lithograph Co., of Racine.

Multigraphed letters are usually sent out on the two-color letterheads of the company, but sometimes the letter is printed. When print is used the circular, in letter form, usually carries a cut or two to illustrate the deal, to show how the counter set-up can be arranged. One of these, under date of March 27, 1937, printed in typewriter type, carried this message:

"Here's a deal that needs no ballyhoo! It's remarkable, right on the face of it; two pint cans of Johnson's Self-Polishing GLO-COAT for the price of one!

"You pay nothing for the extra FREE can. Your customer pays nothing. We give it FREE for two reasons:

"1—To make more GLO-COAT customers for you and us.

"2—To provide you with a feature offer of tremendous appeal that will help you sell more of all Johnson Polishes and stimulate your sale of the larger, more profitable sizes.

"And with the larger sizes you get $\frac{3}{4}$ pints and full pints of Johnson's marvelous new Creamy Furniture Polish which you can offer your customers with larger sizes of Wax and Glo-Coat at attractive bargain prices. (See order card.)

"But note this. It is our sincere conviction that there will not be enough deals to meet the demand. So this announcement goes to all Johnson dealers simultaneously. Nobody gets an advantage. We want every Johnson dealer to have some deals. To delay, however, may cost you your supply.

"We have never, with more reason, urged you to mail the order card enclosed AT ONCE."

Tied-in With Other Media

Under date of October 5, 1936, a letter went out offering a preferred list of dealers a new \$34.50 Johnson electric floor polisher for \$9.95 if accompanied by a special deal of assorted waxes costing the dealer \$29.85.

Suggestion was made in this letter that the floor polisher could be rented to housewives and so become a new source of income. Paragraphs from this letter follow:

"Millions of women all over the country regularly rent Johnson Polishers. Over 21,000 dealers are making money giving this service. The rental of Johnson Polishers is constantly promoted on the 'Fibber McGee and Molly' radio program, on the air every Monday night from coast to coast.

"The special price of \$9.95 for the latest model Johnson Electric Floor Cleaner—saving you over \$13.00 (Dealer price,

SALES MANAGEMENT

\$23.00)—is considerably less than our manufacturing cost on this machine. Obviously it can be continued only for a short time.

"Our only reason for making this extraordinary offer is to enable Johnson dealers to put a new model machine into rental service and to capitalize on the demand the Fall housecleaning season now offers."

One month later, November 5, 1936, a letter went out urging dealers to "Stock Up with Johnson's Glo-Coat Now! Before Winter Sets In!" The urge for action in this letter was sounded with the following paragraph:

"All self-polishing water emulsion finishes freeze at low temperatures. Johnson's Glo-Coat is no exception. So we say: Replenish your Glo-Coat stock now and avoid shipping delays."

A card was inclosed offering a special Glo-Coat deal. In these letters Johnson consistently brings out:

1. A sound reason to buy.
2. A sound reason for immediate action.

The Johnson company, after long years of experience in direct-mail solicitation, has arrived at the following beliefs:

First: That the elaborate, multicolor, costly mailing piece loses the personal touch and friendly feeling that a letter can convey.

Second: That if you write your message in a letter you will do it in fewer words; in a simpler, quicker manner and so your shot will scatter less.

Only Orders Measure Value

An executive of the company said:

"When we send out a mailing our primary purpose is to get orders. A secondary purpose may be to acquaint dealers with new products. If we get sufficient returns in orders, well and good. If our dealers have absorbed information that is plus value. They may buy through jobbers but we don't assume that we have received value unless we actually get the orders."

The order card goes with every Johnson mailing just as certainly as butter goes with bread or pork with beans. Recently a broadside, in color, announced a contest—a Covered Wagon trailer given away every week for 12 weeks—and this carried three post-paid business reply cards.

Two of these were order cards and the other was a request for more information regarding the deal.

In both broadsides and letters there is usually reference to the nation-wide advertising campaigns Johnson steadily carries on. It is pointed out that

(Continued on page 45)

JULY 1, 1937



... to put some life into our sales meetings.

BY A SALESMAN

Who would like some help along with the recrimination from the big chief

Ten Things I'd Like to Train My Boss to Do

1. To inject more thought into those sales staff meetings, at least as much care and planning as he uses in arranging a golf date or a weekend on his cruiser. He seems to think that sales meetings run themselves!
2. To study our promotion plan more closely, and plan it to back up my calls a little more, and to fill in the gap between. That new big-time advertisement he's so proud of makes a grand wall ornament by his desk, all right, but how about some letters and literature right where I need them most?
3. To do more field work. It would help a lot if he knew my customers by name—if he'd drop around with me to shake hands with 'em, now and then.
4. To be more of a public figure, such as taking active part in his trade association, the Chamber of Commerce, civic affairs. I could use that publicity.
5. Really to read some of those business magazines that flow over his desk. Then he'd know when he's lagging behind the times.
6. To stop talking about our competition as a kind of Sales Enemy No. 1, and do something about learning our competitors' methods—and trying some of them, too.
7. To judge a man by the amount of business consistently coming in from the territory, rather than by the size of a flash order; to gear compensation according to this sustaining business, thereby making it more profitable for the old and steady producers.
8. To use some of the ideas for dealer helps which the salesmen bring in to his desk. He should consider giving the dealers the kind of display material *they* are interested in, not what interests him.
9. To analyze accurately the amount of potential business which may be expected from a given territory—not just to call a man on the carpet when he doesn't turn in as much as the next one.
10. To study the methods of the ace producers—discover the "how" and pass it on as a help for the rest of us.



... to meet our customers, make friends with them.



"Cereal . . . with sound-effects!" is a pat headline on a Kellogg's Rice Krispies advertisement. The POPular cereal, as I once observed.

A witch's cauldron is boiling in Europe. With the 4th of July just a few days off, I hope the oratory will include that sound advice of George Washington's about "no entangling alliances." Anybody who remembers the last war and gets hooked for another is a super-sucker.

Bloomington's, New York department store, puts the perfect headline on an ad for lawn furniture: "Yours for the basking."

When I was a kid, all the mail-order magazines carried a little ad with this caption: "Boys—Get lots of mail!" You sent them a quarter and they put you on the mailing lists of a lot of manufacturers. We weren't very hot prospects, but we did feel important getting all those letters and being addressed as "Mr." Another way to "get lots of mail" is to take a vacation. Let's look at some of it.

Here's a postcard which requires no comment from me: "It is with the deepest grief that I announce to you the death of Julia Primeau Wellington, who, for forty-six years, was my ever-faithful wife, my true comrade and partner, whose whole life was spent in the service of others. If you, who are both a customer and a friend, should chance to pass this way, come in and say a word of cheer, for the heaviest burdens are lightened by the sympathy of our friends. [Signed, in a shaky hand] A. E. Wellington, Shop of the Far East, 375 Hudson Avenue, Albany, N. Y." Maybe Prof. Droke will say a few words.

Helen Ennis sends a Situations Wanted ad clipped from the San Francisco *Examiner*: "Y o h o and Humpty Dumpty! 21. Far East exp., 3 yrs. college; travel comp. to lady. Box 56730, Ex." I don't get it either, Helen.

C. C. Muir, of Trippe, Barker, New York, tells me they have been spell-

ing it "Yearround Zephyr" for 20 years, without the hyphen, without the apostrophe. I'd still take out that extra "r." What would *you* say, Mr. Vizetelly?

Jam Handy's Jack Coffey reports a Times Square street scene in which an evident Broadwayite used a new twist in answering an out-of-towner: "I'm sorry, I can't tell you the way—I'm not a stranger here myself." Sounds like Groucho Marx.

Post-Depression Note, by Ken Slifer: To gains in payrolls, employment, carloadings, add this bullish ad by Bornot, Philadelphia dry-cleaners: "Comforts Recovered." The same contrib culls a cute headline from an article on tanning assorted leathers, in *Apparel Arts*: "Hide and Sequel." Reporting from the same issue the trade-name of a gabardine coat: "Rainfair—A1 in all weather," the "ai" in both "rain" and "fair" set up to indicate a-one.

"Rain fair" reminds me of a generic name I once offered to the automotive trade to replace the model-designation, "convertible": "Sunorain." If you can use this, help yourself, giving credit to The Scratch-Pad.

In the *Jewelers' Circular-Keystone*, the Widow's Mite Patent Co., of Wheeling, W. Va., advertises a 2-in-one ring: "The yellow gold band represents the wedding ring; the white gold band indicates a separation, either by death or divorce." As the saying goes, I think they've got something there.

"Just home-made soups in tins" is a disarming headline by Heinz.

Buick does pretty well, too, with a play-on-words: "Its pace is your fortune."

In my opinion, advertising agencies should not attempt to compete with specialists in window display, package design, and allied point-of-sale items. To be sure, agency creative people have ideas and good ones, and such

material is an essential ingredient of the complete campaign. But it's bread-and-butter work for these specialists. Why not work with and through them.

The Dionne Darlings are scheduled to make a picture called "Mother Knows Best." At least, she knows better than to have five more at one clip.

In the tropics, I saw fountain pens leaking all over the place. The humidity or something. Isn't there an idea here? "Tried in the tropics, it still can't leak."

I also learned that those fat, reddish bananas are known as Indian bananas. Because of their redskins, obviously.

Suggested Winter headline for Bermuda promotion: "Sail into Summer."

Thinking only of the obvious paradox, I once said here that "Hotpoint" seemed an unfortunate name for a refrigerator. The public never noticed it, for I have seen the sales figures and the increase of 1937 over '36 is simply phenomenal.

There's a lot of talk in advertising circles about Public Relations. The office sour-puss says it's his *wife's* relations that get him down.

In my time, I have listened to many presentations of many kinds of advertising media—general magazine, business paper, newspaper, outdoor, direct mail, car card, radio. I have never heard one that didn't convince me that it is the one best bet for the advertiser's dollar. Maybe the best thing a harassed space buyer can do is to emulate the Liberty Loan drives, use them *all*.

The Pottstown *Mercury* probably has its ups and downs.

A mysterious package dropped on my desk, wrapped within an inch of its life. I finally got to the core of it, found a phonograph record with this cryptic title: "On the Up-and-Up . . . A Record We're Proud Of." Playing it on my trusty electric turntable, it turned out to be that aggressive fellow Gould, of Chicago, selling his paper to schools and colleges. A novel bit of promotion.

Alibi of drunken driver: "I didn't know I was loaded."

T. HARRY THOMPSON
SALES MANAGEMENT

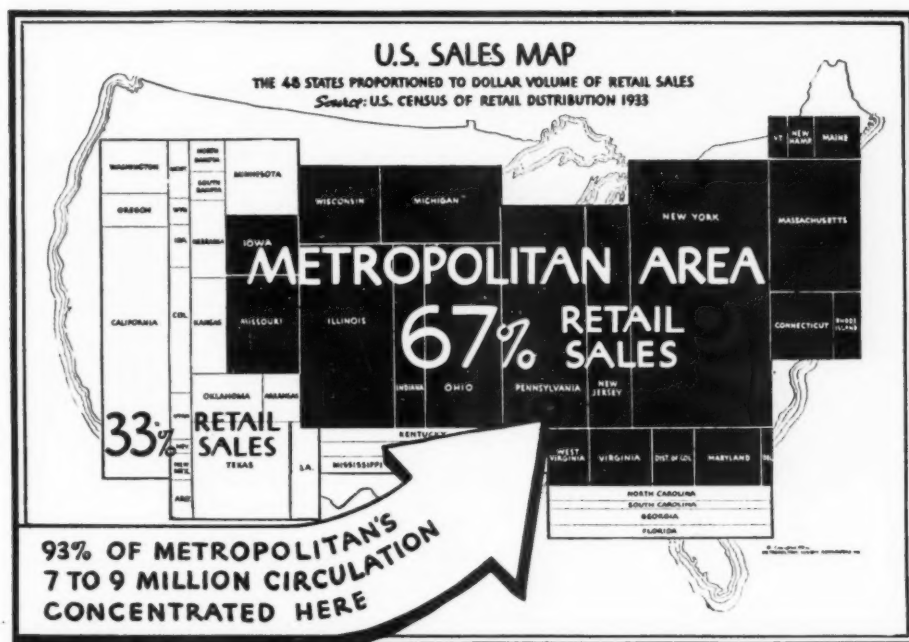
More Millions That Jell

—that, in a nutshell, is why METROPOLITAN is being used by an increasing number of important advertisers.

Here is a medium that will spread a product-message Thick and Fast in Unified Markets knit into close-hauled areas of Unified Mileage, with a Coverage Intensity that embraces

Almost Every Other Family in the richest territory in the United States.

Predominant Numerically ...yes...and Analytically



Metropolitan **weekly**

Baltimore **SUN** • Boston **GLOBE** • Buffalo **TIMES** • Cleveland **PLAIN DEALER**
Chicago **TRIBUNE** • Detroit **NEWS** • New York **NEWS** • Pittsburgh **PRESS**
Philadelphia **INQUIRER** • St. Louis **GLOBE-DEMOCRAT** • Washington **STAR**

Gravure
Comics
Color
Metropolitan
Sunday
Newspapers, Inc.
New York • Chicago

Additional or alternate papers
Boston **HERALD** • Buffalo **COURIER-EXPRESS**
Chicago **TIMES** • Detroit **FREE PRESS** • New York
HERALD TRIBUNE • St. Louis **POST-DISPATCH**
Washington **POST**

THE LARGEST CIRCULATION IN THE WORLD OF ANY GROUP OR MEDIUM

What Makes a Hotel Good for Conventions?

Those who are responsible for the selection of a hotel for a big meeting have definite ideas about the kind of service they want. The three most important things are: Efficiency in handling reservations, good reputation of the house, and the experience of the staff in handling conventions.

SALES MANAGEMENT editors in May, 1937, went to directors of important conventions (sales managers and officers of corporations, managers, secretaries and officers of business, professional and fraternal groups and associations) and asked them to evaluate various attributes of hotels in so far as their values as convention headquarters were concerned. The research committee of the American Hotel Association cooperated in making the survey.

The convention planners and directors showed intense interest in the subject. Despite the fact that the questionnaire was long (71 questions) *it was answered in minute detail by 192 executives who were officers of conventions which, during the past year, were attended by 465,871 delegates.*

Highlights of the Report

1. The ten attributes most appreciated by convention directors are: Good housekeeping (as exemplified by cleanliness, etc.); efficiency in the handling of reservations; experience of the hotel's staff in handling conventions; good reputation of the hotel; prompt telephone answering; prompt handling of mail; good quality of beds; adequate, speedy elevator service; evident desire of management to give guest complete satisfaction; prompt handling of complaints.

2. The most effective type of advertising is friendly, personal word-of-mouth recommendations.

3. Of the methods of sales promotion which are directly controllable by the hotel management, these three are rated *most effective*: Solicitations by the personal calls of representatives of hotels, direct mail, business paper (trade, professional, industrial) advertising.

4. Convenience to transportation terminals is rated half again as important as convenience to shops and theaters.

5. Reasonableness of room rates is more important than reasonableness of food and beverage prices.

6. A good nearby garage is nearly twice as important as either a dance orchestra or an attractive cocktail lounge.

7. A generously-sized room is more important than a pleasant outside view.

8. An air-conditioned guest room is nearly half again as important as a radio in the room.

9. Convention delegates are slightly more interested in courteous *reception* than in courteous *departure* service, and they appreciate night maid service slightly more than they admit the pleasure of having employees remember and use their names.

10. The three attributes which received the most votes as *essential* (as distinct from desirable, moderately important, etc.) were: Efficiency in handling of reservations, good reputation of the hotel, experience of the hotel staff in handling conventions.

The Questionnaire—and the Results

Following are the questions dealing with hotel service and accommodations which were answered by men who controlled or largely controlled the selection of hotels for 465,871 delegates—and the vote accorded each attribute.

Respondents were asked to place a check mark to indicate one of the following:

Essential
Desirable
Moderately important
Lesser importance
Undesirable

In tabulating the responses 4 units were given for essential, 3 for

Is this a good convention hotel? It is if it meets the specifications set forth in this article, based on a 1937 survey made by SALES MANAGEMENT among men who annually direct conventions attended by 465,871 delegates.



We put LONG DISTANCE on the sales-force



A PAPER company wanted to expand its market . . . increase sales. A direct-mail campaign was sent to undeveloped territories. The company's five salesmen followed up with Long Distance calls to make personal contacts with prospects and to make appointments with those most interested. Result — sales increased to *an all-time peak at a lower per cent sales cost.*

A wholesale grocer in one month made 85% of his sales by telephone . . . 82 carloads . . . *a new high at low cost.*

Everywhere, every day, *speed* in all phases of business is being bought *at the new low telephone rates.* Long Distance saves time, keeps down expense . . . in short, reduces overhead *while booming sales.* The higher you climb the graph of your business chart, the more you'll appreciate the value of your investment in Long Distance.



desirable, 2 for moderately important, 1 for lesser importance, and minus 1 for undesirable.

1. In selecting a hotel as headquarters for the convention of your association, or sales force—that is, after the city has been chosen—how would you rate the following factors? (Rate them by placing check mark indicating relative importance in one of the columns at right.)

	Points
Convenience to transportation terminals	8,125
Convenience to shops and theaters	5,800
Size of hotel (large number of guest rooms)	10,375
Size and number of rooms for meetings	11,125
Size and number of rooms for exhibits	7,425
Good reputation of the hotel	11,925
Experience of the hotel's staff in handling conventions	12,025
Quietness necessary for meetings ..	11,200
Helpfulness of hotel staff in preparation for meetings, registrations, etc.	10,300
Lighting in the meeting rooms	10,750
Public address systems	8,700
Auxiliary equipment (blackboards, exhibit booths, speakers' stands, gavels, microphones, etc., etc.) ..	10,150
Comfortable chairs	10,175
Reasonableness and standardization of room rates	11,350
Reasonableness of food and beverage prices	10,200
Variety of restaurants with range of price according to service (coffee shops, cafeterias, cafes, main dining room)	9,050
Spacious lobbies and foyers	7,050
Facilities for recreation (Turkish baths, exercise room, billiard rooms, etc.)	3,650
Dance orchestra	4,150
Attractive cocktail lounge	4,875
Easy access to good golf course ...	3,325
Good nearby garage	7,900

Features That Make Friends

2. Having selected a hotel as the headquarters for your convention, what is the relative importance of the service features in the guest rooms? (Rate them by placing check mark at right.)

	Points
Generous size of the room	9,575
Pleasant outside view	8,000
Relative absence of noise from outside, or adjoining rooms	10,500
Convenience and comfort of room's furniture	
a. Good quality of bed	11,725
b. Extra chairs	9,625
c. Placement and size of mirrors ..	6,650
d. Placement of the telephone ...	7,225
Circulating ice water	8,350
Complete lighting with adequate wattage	
a. Bedhead reading lamp	9,025
b. Desk lamp	9,225
c. Floor lamp behind the chair .	7,950
d. No shadow-casting bathroom light	8,300
e. Ceiling lighting	6,175
Radio in guest room	5,800
Good housekeeping (cleanliness, etc.)	12,250

[26]

What Are the Ten Best Convention Hotels?

The executives who directed conventions attended by 465,871 delegates were asked: Name 10 American hotels which in your opinion most nearly measure up to your ideal of what a convention hotel should be.

They named 125 hotels. SALES MANAGEMENT subscribers who direct conventions and who are interested in the group opinion of convention planners are invited to write to SALES MANAGEMENT at 420 Lexington Avenue, New York, for a tabulation of these votes.

Prompt and reasonable valet service	10,825
Prompt and reasonable laundry service	10,700
Adequate and speedy elevator service	11,450
Colorful and cheerful decorations ..	8,275
Air-conditioned guest rooms	8,000
Sufficient supply of towels and soap	10,525
Sufficient supply of coat hangers in closets	10,475
Tub and shower bath combined ...	7,800

3. How would you rate the personal attention or personal service rendered you by hotel employees?

	Points
Efficiency in handling of reservations	12,175
Presence of courteous floor clerks ..	9,475
Employees remembering and using your name	6,775
Greetings (bidding the time of day)	6,025
Prompt handling of mail	11,775
Prompt telephone answering	11,850
Night maid service (turning down beds, turning on night lights, etc.)	6,875
Courteous reception (embracing services of doormen, bellmen, room clerks, assistant managers, etc.)	9,600
Courteous departure service (embracing porters, cashiers, assistant managers)	9,275
Quietness because of training of employees and development of physical features to that end ...	9,900
Prompt handling of complaints ...	11,375
Evident desire of management to give guest complete satisfaction .	11,400

What Is the Best Promotion for Hotels?

Respondents were asked to vote on the forms of solicitation by hotels which are most effective with them. Three forms, each quite different, were ranked as one-two-three:

Personal solicitations by the hotel staff.
Direct mail.
Business paper advertising.
The question—and the votes—follow:

4. What are your reactions toward the solicitations made by hotels, either

directly by representative or by means of advertising? (Rate by checking as Most Effective—or Effective—or Ineffective.)

	Points
Business paper advertising	4,550
Magazine advertising	2,850
Newspaper advertising	2,500
Outdoor advertising	1,750
Radio advertising	1,300
Association publication advertising	4,025
Direct mail	7,675
Friendly, personal word-of-mouth recommendations	11,375
Solicitation by the personal calls of representatives of hotels	8,200
Solicitation by hotel men of members of your board of directors and your officers	3,575

The scoring was on the basis of 4 units for Most Effective, 2 for Effective, and Minus 1 for ineffective.

Special Comments Made by Directors of Conventions

"It is important to us that our hotel not have another convention while we are there," says the secretary of an important engineering association.

The president of a large industrial company, who also is president of a trade association whose 1937 convention was attended by 3,400 members, emphasized the importance of ventilation which will adequately take care of smoke, and he also stressed the great importance of comfortable chairs.

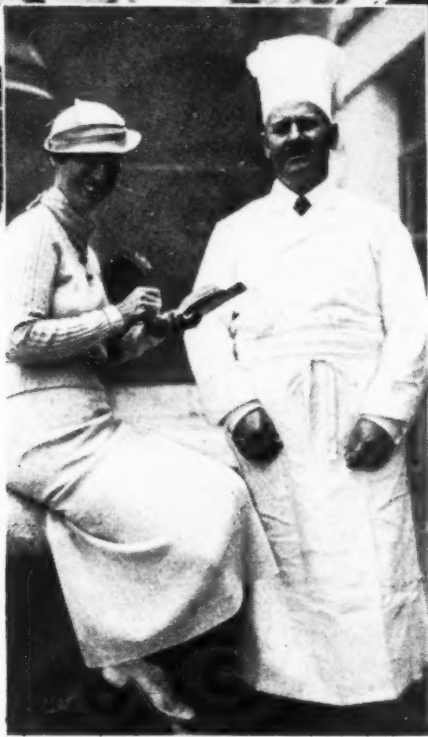
An executive of one of the large automobile companies who uses hotels in all important cities to hold meetings of dealers and distributors says, "Most hotels do not have adequate or efficient devices for darkening meeting rooms for movies and slide film showings; also, too few have spot lights for chart easels. The majority do not have movie screens available, most of them tack up a sheet, which is sloppy looking and inefficient."

The needs of various groups for exhibit space show tremendous range. While a large number checked the size and number of rooms for exhibits as of lesser importance or even downright undesirable, others specified the amount of space required and it would seem that a hotel in going after convention business should state clearly what its facilities are.

Many associations need a number of meeting rooms which can be used simultaneously, with perhaps one large room for general sessions and several smaller ones for groups and departments. For example, a large chemical society which has held four meetings during the past year needs one room seating up to 2,000 people, one seating from 600 to 800, two rooms seating from 400 to 600, three

(Continued on page 42)

SALES MANAGEMENT



Aunt Susan, pictured above interviewing the chef of The Normandie, has traveled an estimated 30,000 miles in the last few years gathering news for her Oklahoma readers. Her assignments have taken her to Paris, London, Mexico City, New York, Chicago, Cleveland, Boston, New Orleans, Los Angeles, San Antonio, Ft. Worth, Washington, D. C., San Diego, and other cities for interviews with famous cooks or for Post Graduate cooking school attendance.

Just Every Day Dishes in Oklahoma

Both the pork-and-bean and the gourmet's family in Oklahoma depend upon the state's No. 1 cook for advice and recommendation. Aunt Susan, the Oklahoman and Times Home Economist, is more than a "recipe columnist" to her readers. For years she has probed into the secrets of world famous kitchens, has interviewed chefs in the haunts of cosmopolitan epicures. Whenever news has broken on the cooking horizon, Aunt Susan has been there to give her thousands of loyal readers the story. Partly because of the continued freshness of her cooking news, partly because of her expert advice, Aunt Susan's audience is always at hand. She doesn't need the periodic build-up, so common with the usual cooking school expert, for the annual Oklahoman and Times Cooking School. The Aunt Susan fans are everyday fans. Her recipes are everyday meals in Oklahoma and the foods advertised in the Oklahoman and Times are everyday foods.

OKLAHOMA PUBLISHING CO.
THE FARMER-STOCKMAN RADIO WKY
MISTLETOE EXPRESS

**THE DAILY OKLAHOMAN
OKLAHOMA CITY TIMES**

NATIONAL REPRESENTATIVES: E. KATZ SPECIAL ADVERTISING AGENCY

JULY 1, 1937

[27]

Circuses Become a Basic Part of Beech-Nut Promotion Scheme

Beech-Nut's traveling show made such a hit with dealers that the company has now put semi-permanent circuses into Atlantic City, Long Beach and Coney Island. How they're managed, and how the company uses them as focal points for giant sampling drives, is explained here.

BY LAWRENCE M. HUGHES

WITHOUT subordinating its efforts in newspapers, magazines and outdoor posters, Beech-Nut Packing Co. of New York City and Canajoharie, N. Y., has developed to support them, in the last two years, a distinctive advertising medium.

The medium consists of mechanized circuses, both stationary and portable, to provide an entertainment background for showing and sampling its products. Actors and animals, of course, are in miniature.

A major manufacturer of food products—ranging from biscuits to beans, coffee to chili sauce, bacon and ham to macaroni, as well as peanut butter and strained foods—Beech-Nut also has become an important factor in chewing gum and candy. The gum and candy, sold nationally, now account for about half its total dollar sales. The foods are sold mainly east of the Mississippi.

When Beech-Nut leased exhibit space at the San Diego Fair in 1935, explained Ralph Foote, advertising manager, "we were at a bit of a loss to know how to make the most of it. Our national magazine campaign for

gum and candy, then as now, had a circus theme. Whimsical animals and human performers were shown parading and doing tricks with great packages of gum and candy drops. In the belief that before one can inform people and sell them, one must first attract their attention—often doing so by amusing them—we decided to put a circus to work for all of our products at San Diego."

A veteran showman and exhibitor creator, C. R. Wooton, was employed to create and supervise the Beech-Nut presentation. It proved popular with consumers, dealers and salesmen, and was a factor not only in getting new dealers but in persuading old dealers to carry a more complete Beech-Nut line. At the Dallas and Cleveland expositions similar exhibits were shown. These were "big top" affairs, with mechanical performers doing their stuff in several rings and an elaborate circular mechanized parade.

Meanwhile, Beech-

Nut introduced circuses on twelve trucks, each touring continually a separate section of the country, pausing before dealers' stores, where possible, to put on shows to the accompaniment of specially made recordings of calliopes and other specially recorded circus music, while the Beech-Nut girls, in the familiar red and bluish costumes, distributed samples of gum.

The latest phase of the program—all of it under the immediate direction of Mr. Wooton, who is now styled assistant to Mr. Foote, in charge of the circus division—began the weekend of last Easter with the opening of a semi-permanent circus in a 4,500 square foot spot on Atlantic City's boardwalk. This was followed, in the last month, with similar circuses in 5,000 square feet each at Coney Island and Long Beach, N. Y. The Coney and Long Beach "stands" will extend into September. Atlantic City will carry on longer. Next Winter Beech-Nut will have one also in Miami, negotiations for space having been made during the past week.

But that, Mr. Foote said, probably



Beech-Nut's Atlantic City boardwalk circus is semi-permanent, one of several with which the company supplements its touring menagerie shows. Above is the crowd that gathered within five minutes after the show opened, and at left is the performance under the big top. From 30,000 to 100,000 watched the animals cavort on opening day.





Figures

...WITHOUT BACKGROUND

It takes background to give meaning to any figure, even the dramatic kind in the air above us here. Take this shadowless shot and turn it around,—upside down, sidewise, east, west. Not sure now just how the artist made the original? Of course not, because it takes *background* to fix the direction of motion, to give it measure, to orient the figure.

The Macy-Westchester newspapers believe it is essential for an advertiser to have the background that lies behind all media figures; to have the story behind the arithmetic, the human color against which charts and graphs swing *their* lines.

We have figures available for you, important to your profit. But even more vital is their *background*, for it is this which tells a man truthfully what to expect of a market. We're ready to show you these figures *with* a background whenever you're ready to see them. The Kelly-Smith Company is our national representative.

JULY 1, 1937

"BUSINESS PAPERS ARE THE NEWSPAPERS OF AMERICAN INDUSTRY....

*They provide the Surest, Quickest,
and Most Economical Means of
Direct Advertising Contact with
Specific Markets,"*

ector of Marketing and Media—C. M. MORLEY
tLeod and Grove, Inc.,—present an analysis of
ent, Koppers Company (Seated at the desk).

Says GEORGE KETCHUM,

President, Ketchum, MacLeod and Grove, Inc.



"Thousands of engineers consider nothing the equal of Fast's self-aligning couplings . . . but they don't know that Koppers makes Fast's. Public officials buy millions of gallons of Koppers Tarmac, and like it, but they don't know that the same organization makes Western Waterworks Valves. Railroad men buy great quantities of treated timber from the Wood Preserving Corporation and never know that the Wood Preserving Corporation is blood brother of Koppers Coal, and the White Tar Company of New Jersey, Inc. There are dozens more instances like that.

THE SOLUTION:

"The obvious solution was to attach the Koppers label to all these activities. But that was easier said than done, with a great number of separate and trade-marked identities that had earned their own reputations and should not lose them.

"Recent simplification of the Koppers corporate structure paved the way for a combined sales promotion story. The creation of a combined sales promotion department under the direction of R. H. McClintic as assistant to the president of the parent Koppers Company, was another step.

THE RESULTS:

"The campaign has been running only a few months, but already many long-time customers have written in, 'I've been buying your This-and-thats for years, but I never knew you made Such-and-suches. Send me more information.'

"Many business men who have been customers of one or another branch of the Koppers organization are now learning for the first time that Koppers has been a good customer of theirs through some other division.

"Salesmen who have known for years that Koppers was one of the really large advertisers of the country now know that their customers know it, too, and that has helped sales morale. Dealers have a consciousness of a weight of advertising. Inquiries are up. Sales are rising.

"Business papers have been used—115 of them—to achieve this objective because they are the newspapers of American industry. They provide the surest, quickest and most economical means of direct advertising contact with specific markets."



will be all for the present. The beaches chosen attract more people, probably, than any others in America. Coney Island on a warm Sunday may have more than a million visitors. Atlantic City and Long Beach may have from a third to half that many.

Although it is too early, at this writing, to get a fair estimate of attendance, Beech-Nut has some interesting figures. The opening day at Atlantic City—the Saturday before Easter—drew between 80,000 and 100,000 people. Coney Island had about 100,000 on May 30. Attendance is estimated by samples distributed. The Coney crowd at the Beech-Nut circus may approach 200,000 some warm Sunday this Summer. But even though a one-way traffic system is employed, with people entering at the front and leaving at the rear, the floor capacity somewhat restricts attendance.

Mr. Foote drove us out to Long

with demonstrators in charge. The strained foods are opposite, with other demonstrators. Further back on the left coffee, crackers and tomato juice are sampled.

Unusual machinery is not confined to the circus itself. A conveyor system carries cups and things from the kitchen to the unit of the long sampling counter where they are needed. (An electrical annunciator in the kitchen tells where.) The cups are locked in a container, two or three dozen at a time, and scoured through three Monel metal vats of soap and hot water. The whole place shines with cleanliness, and the kitchen, if anything, is cleanest of all. Beech-Nut tries not only to emphasize its "Foods of Finest Flavor," but to show that their flavor must depend also on the way in which the foods are kept, cooked and served.

Each of the three resort circuses has a staff of about 35 people—18 or

dollars that might be, but you may imagine it goes up into six figures. The department's offices are at 10 East Fortieth street, New York. A block away, at East Thirty-ninth street, the circus division has its own factory. Thirty-two workers, artists, sculptors and other specially selected craftsmen are now employed there. The mechanical characters of both the stationary and portable circuses are being continually changed and improved as experience dictates.

Including drivers, demonstrators and service men for the dozen circus cars, the division now has about 200 employees. The cars start in the South in Winter and work northward with warmer weather. They make 20- to 30-minute stops for each "show"—give the kids a chance to see all circus stunts and hear the music. Some towns, of course, are covered in a day. In a city the size of Pittsburgh a truck may stay for a couple of months. No tie-up advertising is used for a truck's arrival.

Dealers Are Made Happy

The dealers like the traveling circuses, Mr. Foote said, because they focus neighborhood attention on their stores. The company's salesmen have found that they not only increase good will but help them to open and expand outlets. As for the company, Mr. Foote said, "we know who we're reaching. We know we're reaching them in a happy frame of mind, that they are getting only our message, and are actually trying our products."

Grocers' associations send in requests for appearance of the circuses at their conventions. Beech-Nut tries to "make" them, when it won't bust into the itinerary too much.

Allied with the circus program is a separate sampling system for the gum and candy. Crews of girls in tall hats and "bustled" dresses regularly sample every city twice a year. The girls are hired locally. When they have covered their city the dresses are turned in, sent to the factory for dry cleaning, and then shipped on to the next town. About 400 girls may be sampling Beech-Nut products nationally at the same time.

Beech-Nut believes that there is often too much solemnity in selling. The early patent medicine vendors—whatever the merits of their products might have been—had the right idea, when they demonstrated that entertainment was the short cut to people's pocketbooks. Radio and newspaper cartoon ads have been developed on the same basis. And so have Beech-Nut's circuses. By selling with a smile long-time friends are made.

SALES MANAGEMENT



A tootling calliope heralds the approach of the Beech-Nut circus with samples for young and old. The wagons stay in a town for a day, a week, or longer, until everybody has had an opportunity to see, hear, and taste.

Beach and Coney one afternoon. The Long Beach exhibit was not quite complete then. (Long Beach opened Saturday, June 19.) When one enters the Coney exhibit he is greeted by girls in uniform sampling chewing gum or one of the several Beech-Nut candies. The circus itself is front center. The parade, about 40 feet long, runs around the outside. Inside are three rings and a stage. Each act of the circus itself and each unit in the parade portrays some Beech-Nut candy, gum, or food product. Not only does the parade move continuously by, but each unit is doing something. Performers in the rings move too. A seal balances a chewing gum package on his nose; bicycle riders on the high wire carry candy back and forth. The stage is separated into quarters, each with its different act, and a black plush drop curtain between. The kids love it—and so do their fathers and mothers.

The regular Beech-Nut food products are displayed at the right rear,

20 girl samplers and demonstrators, a half dozen cooks and dishwashers, janitors, etc., each under a resident manager, and all checked up every few days by Mr. Foote and Mr. Wooton.

The music helps to enliven the atmosphere. So does the red-and-white motif, the shiny metalwork and linoleum, electric stoves and refrigerators, the fresh uniforms. The circus itself is glass-enclosed. It is covered, inside, by a red and white canvas "big top."

Weekends, of course, are busiest, but, weather permitting, there's a steady flow of people all the time. The kids come, usually with their parents, and older people come without them. They can find out more about foods on week days. The Friday we were at Coney the girl at the strained foods counter was especially busy telling mothers the story of Beech-Nut Strained Food.

The circus division of Beech-Nut's advertising department now takes 12% of the company's total budget. Mr. Foote declined to reveal how many





The Bigger They Are The Harder They Push Premium Promotions

Promotions come and go in the best of regulated houses, but premium promotions go on forever. On every front—in the newspapers and magazines, over the air—premiums are heralded as special offers, as combination sales, and with coupon plans.

The choice of premium is not a hit-or-miss affair with these promotion-minded concerns. They do their "shopping" for premiums as methodically and as carefully as the space-buyer studies media values before compiling schedules. Over 9,000 of these premium shoppers are to be found among the avid readers of PREMIUM PRACTICE—the national authority on premiums and advertising specialties—the magazine that is aglow with plans, the market-place for the nation's choicest premium items.

Let **PREMIUM PRACTICE**

ADD TO YOUR SALES — AND PROFITS

Premium Practice serves as consultant to both its readers and its advertisers, bringing the two together to create business. The editors of this publication are more than writers—they are merchandisers, men of letters when it comes to giving advertisers the latest slants on developments and demands of the trade. *Premium Practice is now a CCA publication.*

Premium Practice
420 Lexington Avenue, New York City



**THE NATIONAL AUTHORITY ON
PREMIUMS AND ADVERTISING SPECIALTIES**

More profit per sale when you



Prospects for cars and trucks "I have looked over your Princeton subscriber list and not only are there a lot of customers of mine . . . but a good many prospects, both for cars and for trucks. About three-fourths of those on your list are on my own prospect list."—Ivan R. Hade, Hade Motor Company, Princeton, Ill.

Profits are higher in the Country Gentleman Market because:

1. Prices—and people—are more stable.
2. Volume per sale is greater—overhead lower.
3. Competition is cleaner; there are fewer high-pressure "deals."
4. Good rural stores buy in larger quantities than most city stores.
5. The **CONTROL FAMILIES** influence all the other rural families and in themselves represent the most profitable class of trade.

Which part of Rural America do you know best?

If you want the word of retailers on Country Gentleman's **CONTROL FAMILIES** from some section you know well, write Country Gentleman and ask for it.



An ideal mailing list "We have examined your list of local subscribers to Country Gentleman . . . This list would make an ideal mailing list for us, or any other retail merchant of New Milford. We find that a large majority of our customers ask for nationally advertised brands."—H. D. Pulver, C. D. & H. D. Pulver, Jewelers, New Milford, Conn.



Best credit accounts "... the list of subscribers to Country Gentleman . . . is the best class of buyers and credit accounts from Walton and surrounding territory . . . A good share . . . are those we are doing business with . . ."—W. R. Northrup, Northrup Electric, Walton, N. Y.



Likes to do business with them "Looking over your Butler subscription list, I find it contains a really select list of farmers of this community. They represent the type of people we like to do business with."—Oberlin Grocery Company, Butler, Ind.

Finds them good customers "In looking over your list of subscribers to Country Gentleman, I find a good many familiar names and really good customers of ours. We have sold them a good many International Tractors and harvesting machines."—H. S. Martin, Manager, Martin Implement Company, Hamburg, Ia.



sell the *Control Families* OF RURAL AMERICA

that influence 40% of all retail buying

DOING business in the country is a lot different from doing business in the city. And it can be *more profitable*, especially when you sell the CONTROL FAMILIES—the families of leading agriculturists, merchants, bankers and professional men.

These people earn *more* than the average and they spend more because they have larger families and larger investments in land, livestock, buildings and equipment. The CONTROL FAMILIES set the buying pace for all Rural America—which means 40% of all America's retail sales.

In the rural market good retailers attracting the best class of trade actually make more profit than many comparable city stores. Their overhead is less—credit losses are less—prices are maintained—their customers buy large quantities. The credit rating of CONTROL FAMILIES is exceptionally high. Retailers know this, and they know, too, that it pays to stock the brands of merchandise these families want.

RURAL retailers know Country Gentleman's Control Families. Country Gentleman is advertising consistently in The Saturday Evening Post and retail publications to show retailers the advantages of pushing products advertised in Country Gentleman.

It is easy and economical to reach, influence and sell the whole rural market through the 1,600,000 CONTROL FAMILIES who read and believe in one publication, Country Gentleman. Out of their own experience, scores of leading advertisers know this and are profiting from the knowledge.

Country Gentleman, first with the CONTROL FAMILIES of 40% of the market, belongs close to first in your advertising plan. Country Gentleman, Philadelphia, Pa.

COUNTRY GENTLEMAN

FIRST with the CONTROL FAMILIES of Rural America



Automatic sales suggestion as you get your change.

Marketing Flashes

[Photographers' Hearts Are Gladdened—Consumers Fault]
Finding Groups Will Be Answered Intelligently]

Dufaycolor

After spending 30 years and \$7,000,000 in perfecting "color films for any camera," Dufaycolor, Inc., New York, announces them in 12 eastern city newspapers and 23 general, fan and trade magazines.

The process, long used by professional photographers, makes "color snapshots available to anybody who has a camera. . . . All popular makes and sizes, from miniature to movie. . . . Color snapshots done exactly the same as taking black and white pictures." Prices range from \$1.25 to \$3.50 a roll.

Percival H. Case, formerly of Eastman Kodak and the Gevaert Co., newly appointed s.m., will handle relations with the 650 dealers. Frank Presbrey Co. is in charge of newspaper and magazine ads; Monroe F. Dreher, Inc., in charge of fan and trade media.

Good Gravy!

Hundreds of preparations are on the market to pick thorns from the path of unskilled cooks and replace them with rose petals. Any wife who can't keep her mate in a perpetual moonlit dream with Etcetera cake flour, Soanso soup, Asterisk mustard and scads of other products obtainable at the corner grocery, is a moron—or she doesn't read the ads.

One mudhole has, however, been visible in this road to a man's heart: Gravy. Out in Reno, the Great Divide, they can probably cite statistics on the number of romances wrecked over gravy, and the lack thereof. Unless a cook could make her own gravy, husband's biscuits and rice went gravyless. Now the breach has been filled, it's smooth riding all the way. Libby, McNeill & Libby are offering meat gravy in cans.

"Rich brown gravy . . . from fine meat stock, thickened and skilfully seasoned," reads the newspaper copy. In Atlanta Benefactors L, McN & L are giving away cans for three labels from any Libby meats as an introductory offer. June brides possessing a spark of appreciation will include in their evening prayers the names of L, McN & L.

Change Tray

"Fixtures will live longer when designed to aid the dealer in his own business," says W. C. Dorr, missionary salesman of Ingersoll-Waterbury Co., who worked out this counter tray and display case. Molded, by Norton Laboratories, of bright scarlet Durez, it has two Ingersoll pocket watches and two strap watches under a glass cover to keep out dust and kleptomaniacs. In front is an integral tray into which the retailer drops your change.

"I have tested its order-getting value," he declares, "which has exceeded my expectations, particularly with the small merchant."

Film News Parade

Estimates of the number of home movie outfits run from 300,000 to 500,000, with the figures for both sound and silent projectors constantly shooting upward.

"There is a limit to the number of amateur pictures a family will take," explains Eugene W. Castle, of Castle Films. "Cheap reprints of ancient features or travel pictures are largely unsatisfactory. We . . . believe that owners of small projectors would welcome professional pictures of wide current interest and permanent historical value.

"To test this theory, I planned to release a specially edited film of England's Coronation. Less than a week before that event, the Hindenburg exploded. Overnight we decided to make a double test and rushed out a picture of that spectacle, especially edited to eliminate all gruesome details. The Coronation picture followed on schedule."

With only small newspaper space support, these "Pathegrams," as Castle dubbed them, sold some 10,000,000 feet of film. Prices were from \$2, for silent 8 mm., to \$22.50 for sound 16 mm. "The Life of Edward, Britain's Ex-King," did an equally brisk trade. Accordingly, Castle plans a "News Parade" of similar films at regular intervals, probably twice a month.

Donohue & Coe agency will place the ads for News Parade, starting about September. Distribution is through camera, drug, and department stores. Mr. Castle is positive he has the answer for "children of the next generation when they voice the age-old: 'Mother, tell me about when you were a little girl.'"

Jobs and Men

Joshua L. Evans resigns from the auto ad department of the New York Times to become manager of the N. Y. sales office of Schelm Bros., Inc., of Peoria. The firm is "the largest exclusive manufacturer of commercial display trailers in the country."

Robert B. Bolles is appointed ad mgr. of Rudolph Wurlitzer Co., North Tonawanda, N. Y., maker of Wurlitzer-Simplex automatic phonographs and skee ball bowling games. He was formerly s. and ad. mgr. for Cline-Johnston, Inc., food manufacturers.

H. M. Hempstead has been named ad director of Hupp Motor Car Corp., Detroit. The 1938 Hupmobile will be introduced in magazines, newspapers,

SALES MANAGEMENT

and outdoor posters this Summer.

Walter Johnson, star baseball pitcher, is now sales promotion mgr. of Dr. Pepper Bottling Co., Washington.

CR Come-uppance

Consumers Research, Consumers Union, and authors of the "beware" books will no longer be permitted to whang away unrebuked at national brands. National Retail Cooperation League, of manufacturers, has been formed in New York to squelch—with "impartial laboratory findings"—just such prophets of doom.

Second equally important League aim is to fight "the decline in promotion of nationally advertised products by retailers, particularly in the grocery field." Media Records, Inc., will prepare for League members quarterly reports showing grocery advertising in 32 cities of 100,000 and up. These will tabulate ads for private and national brands, with exact proportions of each.

Every six months League meetings of chain and independent grocers will be held in these 32 cities. No recommendations will be made; comparisons showing overlooked opportunities will speak for themselves. No effort will be spared, however, to "consolidate sentiment among retailers in favor of national brands."

Dawson Spurrier, League executive secretary, says "Late figures indicate that the public is paying at least \$400.-

(Continued on page 45)



Underwood & Underwood

Trainer: Robert Lee Swats, for 15 years v.p. of LaSalle Extension University and executive director of its corporation sales training division, announces the formation of R. L. Swats and Associates, Field Building, Chicago. The new company will provide sales training and counsel. He has developed systems by which more than 50,000 salesmen have been trained.

JULY 1, 1937



Troy, the retail center for nearly a quarter of a million persons, is the best buy among the Empire State's "A" markets.

Within the 4-mile radius of the Troy A.B.C. City Zone, which includes Watervliet, Green Island, Cohoes and Waterford, live 119,324 persons. Troy's per capita sales are among the highest in the state. It outspends the average for cities of its class.

One, and only one, daily medium exercises any influence on what Troy's freely-flowing dollars go for. The Record Newspapers, sole dailies, are "must" reading for more than 9 out of 10 families in Troy, 4 out of 5 in the City Zone and thousands more in the trade area.

A good market in every way! Yes, and the Empire State's best buy because only one low cost of 10¢ a line is necessary to "sell" it.

32,655 A.B.C.

THE RECORD NEWSPAPERS

THE TROY RECORD

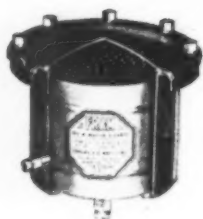
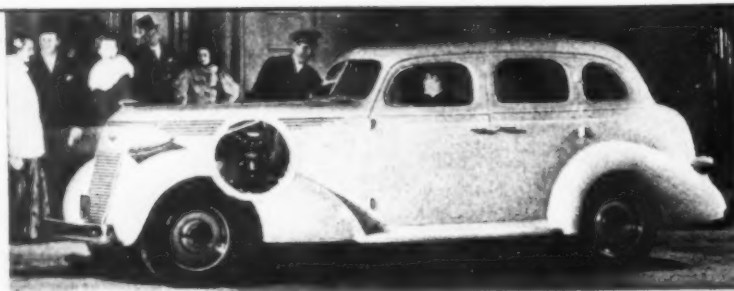
(Morning)

THE TIMES RECORD

(Evening)

82% of Motorists Reject Suggestion That Oil Changing Is Unnecessary

The 49th of a series of consumer and market surveys made exclusively for Sales Management by the Market Research Corporation of America, under the direction of Percival White and Pauline Arnold.



STUDEBAKER ONE OF THE LEADING AUTOMOBILE MANUFACTURERS, SAYS OF THIS OIL CLEANER:

"It practically eliminates the need for changing oil in the new Studebaker! Hardly ever, except for the customary summer and winter changes from light oil to heavy and back again, do you need to add new oil to these FRAM-protected cars."

1. Do you think this claim is well founded? _____
2. Do you drive a car with this or a like device? YES ☐ NO ☐
3. If NO: Would you like to have such a device on your car? _____
4. At the present stage of development does this consideration play any part in your car preferences? _____
5. Do you think you can ever get away entirely from oil changing? _____

Market Research Corporation of America
Rockefeller Center, New York

This is the questionnaire which the motorists answered.

LAST Fall the Studebaker Corp. adopted the Fram Oil and Motor Cleaner as standard equipment on its President model and advertised it in these words:

"It practically eliminates the need for changing oil in the new Studebaker! Hardly ever, except for the customary Sum-

mer and Winter changes from light oil to heavy and back again, do you need to add new oil to these FRAM-protected cars."

The motoring public has been subjected to many suggestions that it spends money needlessly on frequent oil changes. Other cleaners have made claims. There's hardly a mo-

torist who hasn't heard word-of-mouth statements that crank-case oil can be "reclaimed" and that when reclaimed it is better than new, and that fleet owners almost never buy new oil.

If motorists believe these claims the oil companies are in for years of declining business.

Market Research Corp. investigators working out of ten cities* set out to learn what automobile owners knew—or thought they knew about oil.

Interviews were with male drivers only—in busy parking lots and along the curbs in downtown districts. The questionnaire illustrated herewith was shown to each driver to make sure that he understood the questions, but the verbal answers were written down by the investigators.

The results, as shown in Tables I to IV, indicate that very few drivers expect that they can ever get away entirely from oil changing, but two-thirds have a Fram or similar device on their cars, or would like to own one.

The answers to the question, "Do you think the claim is well founded?" were particularly interesting because those who do not have the oil cleaner but would like one believed the claim in greater numbers than those who have one—56.1% vs. 42.9%. The most hardbitten skeptics were among those who weren't interested in having such a device on their cars.

More than half of the owners said that a device of this sort would have no bearing on their car preferences.

Comments of Auto Owners

Whether or not a claim is believed depends to a large extent on the reputation of the person or company making the claim. Studebaker apparently enjoys a reputation for veracity. No one stated that he didn't believe the claim because Studebaker made it; on the contrary, dozens thought it must be true since Studebaker said it was true.

A Denver Chevrolet driver said, "I am of the opinion this is correct because of Studebaker's reputation." A Chrysler owner in Chicago said, "It must be O.K. or Studebaker wouldn't endorse it," and a Massachusetts Plymouth driver put it, "If Studebaker says so, it must be true."

* Chicago, Boston, Buffalo, Richmond, Des Moines, Denver, Atlanta, Los Angeles, San Francisco, and Dallas.

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Many who questioned the claim indicated that they took every sales claim with a grain of salt. A Los Angeles Ford owner called the claim "just another idea to sell the public something new."

"Another hokey selling idea like free wheeling was," said another Californian, and a Hudson owner said, "all baloney. It's just an ornament."

A Ford owner in Los Angeles unconsciously paraphrased the Buick slogan when he answered, "Yes,"—when better cars are built they will have these things on them."

A San Francisco Dodge owner said he didn't know and cared less—that there was plenty of "junk" on cars now.

A surprisingly large number of drivers said that they never change the oil in their cars. This was particu-

larly noticeable in California and in the South.

Four out of every ten drivers believed that the claim, "It practically eliminates the need for changing oil," was well founded, but less than half that number said yes to the question, "Do you think you can ever get away entirely from oil changing?"

Reasons advanced for believing that oil must be changed included "combustion causes chemical changes—oil wears out—becomes impregnated with metal—picks up dirt—water gets mixed with it"—etc.

The 18% who believe that it will be possible to get away entirely from oil changing did not express any very convincing reasons. "Nothing is impossible," was a typical expression. A Ford owner made the rather cryptic remark, "Yes—when they get away from using gasoline."

Consumer Attitudes Toward Motor Oil Changing

Table I

Do you drive a car with this or a like device? Would you like to have such a device on your car?

	No.	%
Drive a car with such a device	117	24.3
Do not now have one but would like to	214	44.5
Have none and are not interested	129	26.8
Don't know whether or not they have one and are not interested	21	4.4
Total	481	100.0

Table II

Do you think the claim is well founded?

	Have one now		Would like one		Not interested		Total	
	No.	%	No.	%	No.	%	No.	%
Yes	56	47.9	120	56.1	17	13.2	193	42.0
No	23	19.6	30	14.0	53	41.1	106	23.0
Doubtful	38	32.5	64	29.9	59	45.7	161	35.0
Total	117	100.0	214	100.0	129	100.0	460	100.0

Table III

At the present stage of development does this consideration play any part in your car preference?

	Have one now		Would like one		Not interested		Total	
	No.	%	No.	%	No.	%	No.	%
Yes	61	52.1	95	44.4	16	12.4	172	37.4
No	49	41.9	104	48.6	101	78.3	254	55.2
Don't know	7	6.0	15	7.0	12	9.3	34	7.4
Total	117	100.0	214	100.0	129	100.0	460	100.0

Table IV

Do you think you can ever get away entirely from oil changing?

	Have one now		Would like one		Not interested		Total	
	No.	%	No.	%	No.	%	No.	%
Yes	21	18.0	43	20.1	17	13.2	81	17.6
No	88	75.2	141	65.9	94	72.9	323	70.2
Don't know	8	6.8	30	14.0	18	13.9	56	12.2
Total	117	100.0	214	100.0	129	100.0	460	100.0



CUT YOUR SALES COSTS
GET QUICKER TRADE COVERAGE

And Customer Contacts with

KABIN KOACH
KOMMERCIAL TRAILERS

These trailers are custom built to meet the sales requirements of any manufacturer or jobber. Comparison with other trailers demonstrates immediately the powerful sales appeal of their advanced design. Construction superiorities include all-steel body—under-carriage completely built of steel, 100 per cent welded. No bolts, nuts or screws employed. Rigid coupling which eliminates the hedge-hopping and swaying so typical of many trailers. Automotive type windows that raise and lower. Method of insulation that absolutely eliminates all interior wall sweating—a method developed by Kabin Koach engineers as a result of their many years' experience in leading American automobile factories.

TELL US YOUR REQUIREMENTS

And we will show you what remarkable opportunities a Kabin Koach with interior especially designed for you offers in cutting your sales costs and increasing your business. Others have used these trailers with remarkable success. Why not you? Write for information.

KABIN KOACH CO., INC.

2265 Scott Lake Road
PONTIAC, MICHIGAN



Flip of Thumb
Feeds Lead!



Automatic
Pushback
Saves Lead
and
Pockets

Watch

YOUR
SALES
CLIMB

HELPFUL TO
SALES CURVES

Brown & Bigelow
promotion plans
built around Redi-
points consistently pro-
duce measurable results.

• Ask us to outline a plan
suitable for your business.

Redipoint.

BROWN & BIGELOW

Remembrance Advertising

SAINT PAUL • MINNESOTA

Newspapers, Magazines, Radio Each Gain in Four Major Ad Groups

A summary of the trends in advertising expenditure by 394 national advertisers, as reported by the Bureau of Advertising of the American Newspaper Publishers Association.

OF \$272,953,478 spent by 394 national advertisers in newspapers, consumer magazines and network radio in 1936, the Bureau of Advertising of American Newspaper Publishers Association has found, \$160,235,000, or 58.7%, went to newspapers, \$72,873,727 (26.7%) to magazines, and \$39,844,751 (14.6%) to radio.

A year ago, analyzing a combined expenditure by 387 national advertisers of \$231,107,943 in these media in 1935, the bureau reported that \$134,440,000 (58.2%) went to newspapers, \$61,943,228 (26.8%) to magazines, and \$34,724,720 (15%) to network radio.

Although the bureau starts with newspaper advertisers, it covers only

those advertisers spending \$50,000 or more in that medium. (In some instances, such as automobiles, electrical appliances and radio sets, the newspaper figures include dealer cooperative totals.) Magazine expenditures of these advertisers are quoted only when they exceeded \$20,000, but chain radio expenditures (time only) are included regardless of amount. Spot and local broadcast expenditures are not listed, nor business magazines.

Looking back over the Bureau of Advertising figures for the six years 1931-1936, inclusive, SM notes that newspapers were first in 24 of 29 trade groups in 1936, in 22 of 33 in 1935, in 24 of 31 in 1934, in 19 of 30 in 1933, in 19 of 30 in 1932, and in 25 of 32 in 1931. Thus apparently for

the first time in this period newspapers led the other two media in more than four-fifths of all the advertiser groups studied.

Analyzing nine of the ten national advertiser groups spending \$10,000,000 or more in these three media in 1936 (motion pictures were not included in the bureau's report), newspapers were still first in eight: Automobiles and trucks, with 57% of the total of the three; gasoline and motor oils, 65.8; drug sundries, 56.7; foods, 43.2; soaps and cleansers, 38.3; electrical appliances, 73.2; tobacco, 74.8, and alcoholic beverages, 84.4. Magazines led only in toilet goods, with 40.3%.

The bureau estimated that 66 food companies spent \$43,768,012 in the three media last year, as against about \$38,000,000 by 58 companies in 1935. Twelve auto and truck companies spent \$41,036,483, as against about \$33,000,000 by 13 companies in 1935. Sixteen tobacco companies spent about \$38,000,000 last year, as against \$32,000,000 by 15 companies in 1935.

Foods, automobiles and tobacco continued to hold their group leadership as the leading advertisers.

Then came alcoholic beverages. Forty-four companies spent about \$22,600,000 last year in these media, while 38 spent \$18,000,000 in 1935, and 28 spent \$7,000,000 in 1934.

Twenty-nine toilet goods companies spent about \$21,840,000 in 1936, while 31 spent \$22,000,000 in 1935. Fifty-six drug sundries companies, \$19,000,000 last year; 50, \$16,000,000 in 1935. Twenty gasoline and motor oil advertisers, 1936, \$15,196,000, as against 29 spending \$15,000,000 in 1935. Twelve electrical appliance advertisers, 1936, \$15,187,000; 14, \$11,000,000, in 1935. Seven soap and cleanser firms, 1936, \$11,000,000; nine, \$8,000,000 in 1935.

Of these nine major national advertising classifications, it is interesting to note that newspapers, magazines and network radio each gained in its share of the total for the three media in four classifications last year, and lost in five. Newspapers were stronger than in 1935, in toilet goods, foods, soaps and cleansers, and electrical appliances. Magazines were stronger in autos and trucks, gasoline and motor oils, drug sundries and alcoholic beverages. Net-



"Do you have a hell of a time trying to keep your salesmen on the job six days a week?"

"What's the Matter in Boonville?"



"THERE'S nothing radically wrong there or in lots of other towns like it, but we can only send missionary men into the metropolitan cities. Of course we ought to get more retail cooperation in Boonville, but we haven't had a man in there since 1934."

"You don't need more men —"

"Then how the devil can you expect me to cover all those towns?"

"Put a year's schedule in Dealer Advertising."

"What's Dealer Advertising?"

"Just what you need — it's a quarterly used by newspaper space salesmen all over the country to increase local retail linage. Illustrate our dealer services in it and watch these lads go to bat for us. They'll get retailers to shove our products up front and push our goods in retail advertising."

"Sounds O.K. to me, but what'll I use for money?"

"It's less than three dollars a day."

"That's fine, boss, I'll get the agency right after it to make the next issue."

Dealer Advertising

420 Lexington Avenue
New York, N. Y.

333 North Michigan Ave.
Chicago, Ill.

29 East de la Guerra
Santa Barbara, Cal.

JULY 1, 1937

[41]

work radio was stronger in autos and trucks, foods, soaps and cleansers, and tobacco.

Newspapers, on the other hand, were weaker in autos and trucks, gasoline and motor oils, drug sundries, tobacco and alcoholic beverages. Magazines were weaker in toilet goods, foods, soaps and cleansers, electrical appliances and tobacco. Radio was weaker in gasoline and motor oils, drug sundries, toilet goods, electrical appliances and alcoholic beverages.

In contrast with 1931, network radio was stronger last year in six of eight classifications. (Alcoholic beverages, of course, did not count prior to 1934.) Its share of the automobile and truck advertising expenditures for the three media rose in the six-year period from 1.6 to 11.3%. Despite a slight decline in percentage last year, radio had 18% of the gasoline and oil total—nearly three times its 6.8% in 1931.

Network radio's drug sundry share dropped nearly one half—from 20.1 to 13.9—last year, but was still three times as much as the 4.3 of 1931. Its toilet goods proportion rose from 11% in 1931 to 30.8 in 1934, but has dropped consistently since to 24.6 in 1936.

On the other hand, network radio's food percentage has risen quite steadily from 11.2 to 24.9 in the six years. So has its soap and cleanser figure, from 7 to 34.6%.

Newspapers Fluctuate Least

Despite a gain from 9.8 to 11.1% last year, network radio was weaker in tobacco than it was in 1931 and 1932, when its proportions were, respectively, 13.3 and 16.5. Its electrical appliance volume has fallen consistently from the six-year peak of 9.9 in 1932 to 1.3 last year, and its alcoholic beverage percentage last year (.04%) was much less than its .1% of 1935. Alcoholic advertising regulations, however, have had a lot to do with that.

The most notable gain by magazines was in drug sundries, from 17.3% in 1931 to 29.4 in 1936. Despite a slight decline last year, from 14.2 to 14.1, magazines were considerably stronger in tobacco than they were (10.5%) in 1931.

Principal magazine losses have been in soaps and cleansers, from 68 to 27.1 in the six-year period, and in electrical appliances, from 40.5 to 25.5.

Since 1932 magazines generally have increased their share of motor car and truck advertising (15.4 to 31.7), but it is still slightly less than the 33.8 of 1931. A similar situation has obtained

in gasoline and motor oils, with a rise from 7.6 in 1933 to 16.2 in 1936. The 1931 percentage, however, was 18.4.

Toilet goods advertising in magazines has declined steadily from 47 to 40.3 in the six years, and foods from 42 to 31.9. Alcoholic beverages in this medium rose from 14.1 in 1935 to 15.5 last year.

Newspapers, on the whole, have been beset with fewer radical ups or downs in the division of the advertising dollar than have magazines and network radio. Their motor car and truck share in 1936 was 57%, as against 60.7 in 1935 and 64.4 in 1931. The gasoline and oil share has fallen regularly, with the exception of 1934, from 74.8 to 65.8.

So has the newspapers' drug sundries business, from 78.4 to 56.7. Although newspapers' share of toilet goods business was 35.1 last year, against 42 in 1931, this has risen steadily from 26.8 in 1934. A somewhat similar situation applies in foods. Newspapers had 46.8 in 1931, 41.3 in 1934, 43.2 last year.

The rise of radio in soaps and cleansers generally has been more at the expense of magazines than of newspapers. Although newspapers doubled their proportion in this field, from 25 to 49%, between 1931 and 1934, their last year's figure was still 38.3—2.2% more than in 1935. While radio was climbing from 3.3 to 34.6 between 1933 and 1936, magazines were declining from 50.7 to 27.1.

Brightest feather in the newspapers' cap has been electrical appliances. The

proportion has grown in the six years from 51.8 to 73.2. Newspapers generally have held their own in tobacco, 76.2 against 74.8. Their alcoholic beverage share was 84.4 last year, 85.8 the year before.

Although radio set advertising does not reach the volume of these other classifications (seven companies listed used about \$6,850,000 in these media last year), it is interesting to note that this group spent more in newspapers (\$3,675,000) than in magazines and radio combined. The group included Philco, RCA Victor, Zenith, Stewart-Warner, Sparton, Crosley, Emerson.

An even stronger tribute is paid newspapers by magazines. Six magazine publishers—Curtis, Macfadden, *Nation's Business*, *New Yorker*, *Financial World* and David A. Smart—spent \$710,000 in newspapers last year. Of these only Macfadden also used magazines and radio. This list, however, did not include that sometimes large radio advertiser, *Time*.

If this story ends with a mild plug for newspapers, SM does so primarily in deference to the Bureau of Advertising. Its annual estimates are a difficult job. The bureau itself is the first to admit that the figures are not complete. It is not permitted to publish figures of individual advertisers. Some advertisers won't "come through" even for the "private" summaries. But even generalizing by trade groups, as we have in this analysis, these annual reports are the most detailed and thorough presentation of the media *direction* of national advertisers' dollars that is available.

What Is a Good Convention Hotel?

(Continued from page 26)

rooms seating 300 to 400, six rooms seating 200 to 300, and three rooms seating 100 to 200. "So few hotels can supply this under one roof that our meetings usually must be held in schools, churches, armories, etc. Any hotel that has 14 to 16 rooms as above has a big advantage."

Many stress the experience of the hotel's staff in handling conventions. A manufacturer who this year had a salesman's convention attended by more than 2,000 men made the point that the experience and willingness of the hotel's staff in handling conventions "often makes up for inadequate facilities."

The executive secretary of a large retail association added as a very important factor "honest statements by management of hotel as to number of rooms *actually available*, and the rates

normal to those rooms." The same man says that "hotels should not try to influence the free choice of persons charged with convention hotel selection by offering free meals, liquor, rooms and entertainment when they come around to inspect hotels. Such free stuff is only appreciated by either boobs whose opinion can mean nothing, or by grafting officers who put in an expense account anyway. The average paid secretary resents the implication that he can be bought by a meal, a drink or a trip to a honky-tonk."

This man joined with a number of others in voting against floor clerks: "Most of these old crows do more harm than good," he says. "The average woman floor clerk is entirely a liability in a convention hotel. She is nosy and often insults perfectly re-

spectable people. At a convention the wives of members visit around and dislike interrogations by the floor 'buzzards'."

Solicitation by hotel men of members of an association or manufacturer's board of directors and officers is resented by many men directly in charge of deciding on cities or hotels or both. As one man puts it: "Such random solicitations do more harm than good. If such matters get to a board of directors from half a dozen hotels it causes dissension and confusion." Another said, "Downright bad."

Many seemingly small points were emphasized by important convention directors. These include such points as chairs that do not creep or squeak; the accessibility of meeting rooms to registration desks; quiet doors on meeting rooms—ones that do not slam; good carpeting on meeting room floors; good acoustics in meeting rooms; meeting rooms furnished in light, cheerful colors; easily located master switches controlling house lights when films are to be shown.

An executive who directed 1936 conventions attended by 21,642 delegates checked the following six points as the most essential: Experience of the hotel's staff in handling conventions; helpfulness of the hotel's staff in preparation for meetings, etc.; good auxiliary equipment; reasonableness of food and beverage prices; prompt handling of mail and prompt answering of telephones.

Small "Pet Peeves"

A little feature which seems greatly appreciated by convention directors is for the hotel to place one or two side rooms on the same floor as the big convention room for the special conferences of committee members, etc.

The executive manager of a national association added this comment to the questions about the lighting of guest rooms: "And for God's sake, bulbs larger than 25 watts for the bathroom and for reading. How can one shave with one 25-watt bulb?"

The secretary of an engineering group says, "We get pestered to death by direct-mail solicitation from many hotels which, either due to their location or size, make it absolutely impractical for us to consider them. Due to this fact we are probably biased against any type of solicitation from a hotel. But I do think that a well-planned campaign where the hotel selects a list of conventions that they know they can handle and take care of adequately will bring far better results than the hit-or-miss system most of them seem to employ."



WHO SELLS THE ROLLS?

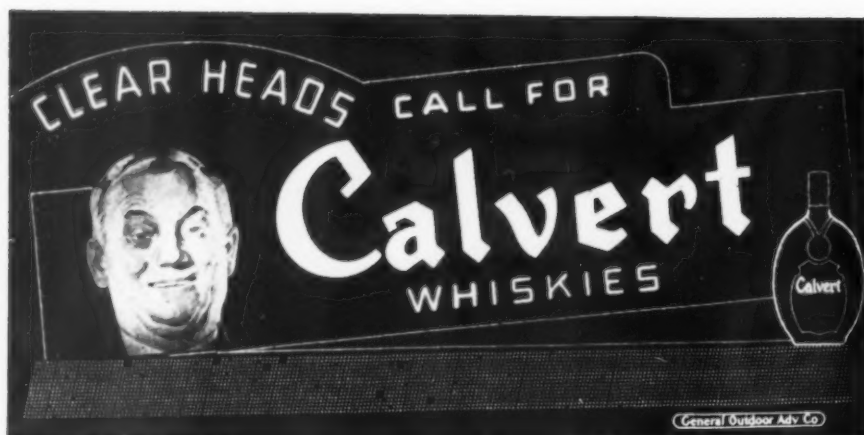
Sales Management tells us that their readers go to a good many conventions each year. They also tell us that their survey shows that 192 of their readers were officers of conventions which attracted 465,781 delegates. So we're wondering if it's necessary to tell you sales executives that hotels buy in carload lots. But who sells the rolls, the meat, the liquor, the carpets, the chairs, the linen, the silver and the hundreds of other articles which hotels are buying every day? We won't say that advertisers in **HOTEL WORLD REVIEW** (the hotel man's favorite newsweekly) sell *all* the rolls. But you can bet your bottom dollar that they will have first crack at the order.

HOTEL WORLD REVIEW

AHRENS PUBLISHING COMPANY

HOTEL MANAGEMENT — RESTAURANT MANAGEMENT
HOTEL WORLD REVIEW

222 EAST 42ND ST. N. Y. C. — 333 N. MICHIGAN AVE. CHICAGO
SOUTHERN REP. — BLANCHARD NICHOLS-OSBORN, ATLANTA, GEORGIA
COAST REP. — G. B. WEATHERLY, 438 VERMONT AVE. BERKELEY CAL.



Number Four: Calvert Distillers Corp. recently turned on the lights of its fourth spectacular sign, at Broadway and 46th Street, New York. The others are in Miami, Atlantic City, and Los Angeles. A "spec" is the trade term for a sign with more than 200 feet of neon tubing, or its equivalent in mazda bulbs. This one has 850 feet of neon and 1,050 bulbs in its 40 by 90 foot area. A motograph six feet wide runs across the bottom carrying the same jingle copy featured in the company's newspaper campaign. Builder: General Outdoor Advertising Co.

Double-Barreled Films Sell Dealers and Buyers, Too, for General Tire

Sound and slide pictures enable General Tire salesmen to explain their talking points concretely to dealers. The same pictures, in turn, were used by 300 dealers on their customers last year. It works both ways—and how!

BY M. WRIGHT CONANT

GENERAL Tire & Rubber Co. is a leading advocate of both sound and silent films in sales work. Practicing what it preaches, the company first uses films to educate dealers and sell them General tires. Then it turns around and sells the dealer a film outfit with which he can demonstrate to customers the advantages of General tires.

Last year, General sold more than 300 silent film kits to its dealers. In the beginning, members of the sales and sales promotion departments demonstrated the film kits to dealers. When the latter had become thoroughly familiar with the kit and had been taught to explain and emphasize the exclusive points in the company's product which the film brought out, they were sold a kit and coached in the several ways of using it as a means of selling the product to tire buyers.

The silent kit was small and handy. Where used intelligently and consistently, it proved its worth as a sales

medium. Dealers were urged to hold group meetings of prospective patrons in which films would demonstrate the merits of the product. These gatherings proved that films emphasized sales talks on the features of the tires with excellent results, because the films illustrate the salient points which dealers want to get over in their sales presentation.

While dealers are sold both the silent and sound film outfits at General's cost, only the larger dealers can afford the sound outfits.

Not many General dealers used the sound equipment last year, but its success in helping to boost the volume of dealers who worked intelligently and consistently with it last year argues for its wider use this year. When these larger dealers invest their own money in such sales implements as this sound kit they are sure to leave nothing undone that will make the investment pay in a larger volume of business. General dealers hold meetings frequently and provide an interesting and entertaining session for

every group that they get together.

Of course, dealers who use either film outfit follow up these group meetings with various reminders. They do not allow the impressions which they have driven home with film sales presentation to escape the minds of tire users. Through various mail follow-ups they keep these motorists conscious of the merits of the General product. Salesmen, too, follow up the leads that customer meetings have provided.

It is part of the General salesman's job to sell advertising, and to sell General dealers on the consistent use of advertising. His company makes advertising attractive and inexpensive and expects the salesman to sell it to dealers in such quantities as is economically sound. Thus every season is the season for selling General dealers the film kits. They know them well, having learned about them at dealer conferences and sales conferences over which President William O'Neil or another sales executive has presided.

During the process of familiarizing himself with the story both sound and silent firms tell, the General salesman incidentally acquires many points which equip him for a better presentation of the General franchise to dealers whom he has interested in the company's line. Thus these film equipments serve a three-fold purpose: They educate the salesman, the dealer, and tire users.

Supervised by Experts

The film which General stresses in both sound and silent pictures was made in New York under the supervision of the A.A.A. and the New York police department. It shows how quickly the General Dual-10 tires will stop a car, straight in its tracks, on wet pavement. More than 3,000 dealers and salesmen were shown this film, and had its merits forcibly presented to them, during the two months in which Mr. O'Neil and Sales Manager L. A. McQueen, with other sales officials, held district conferences in a dozen cities, on a 10,000-mile tour.

The dramatic value of a presentation of tire safety through the film medium, especially sound films which present the screech of brakes and scream of tires, is easily established as vastly superior to merely a word picture of a car coming to full, straight-away stop at high speed on a wet pavement.

Thus is demonstrated the additional value of dramatic emphasis in selecting film subjects for either sound or silent films. General has cashed-in on the need of tire safety in the face of

SALES MANAGEMENT

appalling increases in automobile accident fatalities. Such film presentations are educational propaganda that serve a humane purpose while they are simultaneously a commercial asset.

Specific results of the use of these films are not available, in dollars and cents, but results are evident in the increased volume of sales of dealers who have used them consistently. Significant evidence of value is the fact that both the president and sales manager of General took to the road to put them over to salesmen and dealers.

General national advertising heads its copy with, "More new car buyers *Change-Over* to Generals than to any other make." This is a phase of General merchandising which its executives have reiterated constantly. With entertaining, interesting and instructive films officers expect even greater results. They are confident that the varied plans which they have outlined to dealers for the educational use of these films to convey the superior safety qualities of General tires will result in even greater volume.

Marketing Flashes

(Continued from page 37)

000 a year for books, pamphlets, magazines, etc., of misinformed 'consumer' organizations and destructive agitators and writers. . . . The fact that a small proportion of such destructive releases may be warranted in their conclusions, does not minimize the fact that the large majority of the material may be wholly or partially untrue.

"Manufacturers who have been subjected to unwarranted attacks by such 'consumer' groups, can at small cost issue through the League impartial and factual Consumer Reports, using the League's facilities for having a nationally famous research laboratory give their findings on a product and its claims."

A "famous national magazine" will run these reports, and local tie-ups with parent-teacher organizations have been arranged. Speeches are to be given under League auspices before retail trade associations, women's groups, business groups, etc. "who should hear from responsible persons the national-product side of the story."

An "independent and non-profit organization," the League at its outset is concerned with the food industry only. Later other manufacturers may be invited to join. Better cover up there, Consumers Research, this League scrapper may pack a wallop!

JULY 1, 1937

What S.C. Johnson Has Learned About Making Mailing Pieces Pull

(Continued from page 21)

deals, free gift offers, etc., are widely advertised in newspapers and over the radio.

The broadside in the free Covered-Wagon trailer campaign makes the statement that Johnson's advertising promoting the stunt appears in Sunday newspapers reaching 12,000,000 families! The broadside, specially promoting auto wax and cleaner, went out to 60,000 outlets.

It further explained that Fibber McGee and Molly are featuring the contest every Monday night during the contest, over NBC, coast to coast. Special window cards and folders, both free, are offered—with the inevitable order card.

Most order cards, for special deals, are so printed that all the buyer has to do is sign the firm name and address. It's that simple and easy.

The curious SM reporter asked if the mail campaigns, going out all the

time, had visible effect on the road salesmen. Did they, because of their everlasting competition, slow up the salesmen, discourage them? Or did it spur them on? Did the salesman feel that his customers were being cut out from under his feet? Was he likely to pass up prospects, feeling that the mail would get them anyway? Was the salesman at a disadvantage in making offers?

The reply was:

"First of all, our salesmen receive commissions on all the business that comes in from their territories whether by mail or on their personal orders. We are very careful never to make a more attractive offer by mail than the salesman is permitted to make in person. When a salesman skips a call that he should make and an order comes in from the customer by mail, it gives the salesman something to think about.

"Orders received by mail are checked against salesmen's reports and sometimes a lax salesman is shown up.

"We believe that our salesmen regard our direct-mail activities, although in a way competitive, as helpful to them. Our sales manager believes they are a direct stimulant to salesmen to help keep them on their toes."

... MEN IN THE MAJOR LEAGUES

Those men every community regards as leaders . . . in turn demand similar superior performance. In Chicago these men find at The Stevens the atmosphere . . . the comfort they demand of a hotel. That's the reason they call The Stevens, "America's Grand Hotel." Their strongest endorsements are their repeated autographs on our register.

OTTO K. EITEL, Managing Director





SALES LETTERS

BY MAXWELL DROKE

Gimlet-eyed Purchasing Agents Want Facts Without Frills

One of my correspondents brings up the interesting point of whether or not there is a special technique to be employed in circularizing purchasing agents. Yes, on the whole, I think that there is. To be sure, the purchasing agent is a normal human being, and theoretically at least, he must be sold as an individual on your product or proposition before he will take action in his official capacity. But two things should be kept uppermost in your mind in drafting a form letter to the purchasing agent. First,



Maxwell Droke

these men are essentially fact-minded. They pride themselves on being unmoved by emotional appeals. Second, the purchasing agent is burdened with a hell of a lot of mail. It is hardly reasonable to expect him to wade through a long-drawn-out presentation in order to get at the meat of your message.

If you expect to do business with the purchasing department by letter your message should be so arranged that the reader can glean at a glance these three essential items of information: (a) What do you have for sale? (b) What will it do? (c) How much does it cost? These are the purchasing agent's ABC's. Disregard them at your peril!

Most particularly, I have found, purchasing agents have an aversion for the "clever" letter. If they have to wade through three or four paragraphs in order to learn what it's all about, well the chances are they just won't do it. And if they do, the reaction is pretty certain to be unfavorable. With the "clever" or indirect approach to a purchasing agent you're starting out with a heavy handicap.

Here's an example of the sort of thing I mean. I happen to know that this letter, addressed to purchasing agents, produced very poorly. It reads rather smoothly. The points made are doubtless sound enough. But the difficulty, I think, lies in the fact that it requires too long to get at the "meat." Many a fact-seeking reader will get no farther than the first two paragraphs:

Drip! Drip! Drip!

"Slow leaks in business procedure are costly. With business going well, it is difficult to watch for the small leaks and take advantage of all possible savings.

"Sooner or later, however, you check up—possibly call in an efficiency man to locate and correct these leaks—and you pay him well for it.

"Blank Die Sets are lower in first cost because of heavy precision production; they

are also shipped *freight paid* which means further savings for you. Are your men taking full advantage of this?"

This letter not only has the handicap of a slow start, but the abrupt transition from one subject to another is confusing to the reader. A bold surgical operation, removing the first two paragraphs would strengthen the letter materially.

The writer of the foregoing letter quite evidently suffers from a rather common malady; a condition engendered by the old-school practitioners who held that the first duty of a sales missive was to "arouse interest." This counsel has resulted in more letter monstrosities than I at the moment have strength to contemplate. The old-school boys were right, in a sense, of course. Obviously, if a letter doesn't interest the reader it isn't going to get very far in performing its mission. But, unfortunately, the tyro usually reasons that the way to engender interest is to stray as far as possible from the subject in hand. I suppose the application of a little elementary psychoanalysis would bring out the truth that he is basically afraid of his proposition. He feels his inadequacy to present the basic facts engagingly. So he turns instinctively to an easier subject—baseball, nudist camps, sit-down strikes—almost anything to "attract the reader's attention" and "get him into the letter."

You Need Genius Here

Of course, if the correspondent happens to be a letter-writing genius he may be able to turn one of these timely topics neatly to his purpose. But then if he is a genius he will rarely need to resort to such tricks. He can make the product or proposition itself sufficiently interesting without embellishment. And that is the safest course.

Just why it should be necessary to "arouse interest" artificially has always been something of a mystery to me. Granted that, through curiosity or some kindred motive, you *do* get the reader "into your letter," what have you accomplished? You still have the problem of selling him in one, two, three order on the merits of your product and proposition. And you now have the added complication of getting his mind off nudists, corn likker or whatever foreign topic you may have introduced.

Personally, I'm a simple soul. I think life is too goddam complex anyway. Until somebody convinces me of the error of my ways, I'll trail along with the technique of

Standing Invitation

Mr. Droke is always glad to criticize sales letters and direct mail messages for our subscribers. There is no cost or obligation for this service. Address him in care of SALES MANAGEMENT, enclosing a stamped, addressed envelope.

the pitchman: "Hey, buddie, I gotta little dee-vice here that'll sharpen your old razor blades quicker'n a wink. Look! Here's how it works." It may not be very elegant, but somehow it sells the stuff!

Too-Cute Openers "to Arouse Interest" Are Generally Blah

Each of us, I suppose, has his pet abhorrence; some trite phrase that gripes us out of all proportion to the seriousness of the offense. Mine is the too-frequently-encountered reference to "our files." Here for example, is a typical application:

"On referring to our files, we find that we mailed you a copy of our catalog covering Blank Valves, and are interested to know if the valves described seemed suitable for the purpose of your inquiry."

If there is a more effective way of saying "Mister, this here's just a form letter; pay no attention to it," I have yet to encounter the same. The writer is certainly tipping his hand! He might just as well have said, "Your inquiry bobbed up again this morning in our follow-up system. I'd forgotten all about it, but this is a signal that I ought to write you again, so here goes."

If you can't find a *real* reason for writing a follow-up, you might do worse than follow the plan of a lazy but ingenious acquaintance of mine. Instead of writing a follow-up, he had his stenographer make an extra copy of the original inquiry-answering letter. On the margin he wrote: "I can't think of anything new to say. I put all the dope in this first letter. Please do me the favor of reading it again."

I Make a Positive Statement Because There Is No Doubt

Recently a civic organization in the Middle West sent out a mailing piece soliciting contributions for a special purpose. It was a good mailing piece, well planned, with good illustrations and first-class copy. But results were decidedly disappointing. A merchandising counselor was called in, and suggested the addition of a letter. A simple letter was prepared and processed on an ordinary letterhead. No attempt at fill-in. The letter merely condensed and highlighted some of the points already covered in the mailing piece. Then another test was sent to the same type of names, and results were more than doubled.

Why? Well, there are a number of theories that one might propound, but, after all, *facts* are far more interesting than theories. And the simple fact is that a *letter*—almost any kind of a letter—mailed in an *envelope* (supported if need be by an attractive enclosure) will outpull practically any mailing piece.

Probably there is something to be said for the point that we look upon a letter as a personal missive of importance.

SALES MANAGEMENT

Your Point-of-Sale Advertising Should Feature Companion Items, Says Grocery Chain Operator

BY CHARLES N. TUNNELL

IF food packers and national advertisers have any doubts relative to the reception that grocers give their dealer helps and point-of-purchase advertising, they can well afford to consider the experiences of J. B. Hill, president of the Hill Grocery Co., operators of 200 retail grocery stores with headquarters in Birmingham, Ala.

This chain-store operator says: "We invest one-half of one per cent of net sales in advertising which goes into full-page newspaper advertisements and 80,000 circulars weekly. But supplementing our individual advertising, we capitalize upon store material — point-of-purchase advertising — that is furnished by the various packers and processors.

"One factor we especially like in point-of-purchase advertising is that of featuring companion items. For example, we used a lot of placards and streamers featuring a new Summer beverage . . . but the reason we gave display to these advertising helps was because the beverage tied in with packaged cookies in a Cookie Carnival, enabling us to sell two items instead of one.

This Is What We Want

"If we feature ham, we want the dealer helps and window display material to feature pineapple, picture vegetables or other foods that complete the menu with ham as the basic item. We sell more package cakes that are plain when placards or counter cards picture cups or cake squares along with fresh strawberries, sliced pineapple, peaches or other products that can be used with them.

"The old idea of each packer and manufacturer trying to force as much as possible of his brand through the stores without thought to general profits and to the usual store routine, is passing. National advertisers are giving more thought to moving related types of foods through the store, making their own products the center of attention.

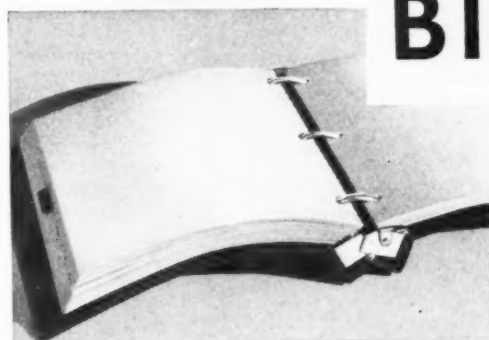
"We tie-in with most national food promotions that tie-in with other lines which we sell. When any such promotion comes out, we notify our store managers; include these items in

our advertising and our circulars, and actually put up the display material that is furnished. We find it cheaper and better to use the manufacturers'

prepared displays, for the art work is generally better, much less expensive, and better planned.

"We believe that if more manufacturers would study their products and the possibilities of merchandising these products in combination and in relation to other companion items, they would find more upward curves in their sales charts. Certainly we retailers get better results from such displays. Hence, the display material that emphasizes an idea, a suggestion for a meal, rather than merely a brand name, is given prominence in our stores."

HOLD EVERYTHING



IN THE NEW

Burkhardt
LOOSE-LEAF
**PRONG
BINDER**

STURDY

QUICK
ACTION

FLAT
OPENING

For Sales, Catalogs, Service Parts, Data, Promotional Literature, and all other Loose Leaf Binding Problems.

Test Offer

So that you may appreciate the many advantages of prong binding over other types of loose leaf binding, we want you to see and inspect this sensational flexible Prong Binder on 10 days' free trial. We offer 1 only—(No. 3—490-Sheet size, 11 x 8½", full one-inch capacity with standard 3-hole punching, bound in black leathercloth) at a price of \$1.40. Flexible covers also available in 1½" and 2" capacities. Stiff covers in 1", 1½", 2" and 3" capacities.

BINDERS TO AMERICAN BUSINESS

THE BURKHARDT COMPANY

545 Larned Street

Detroit, Michigan

How to Get These Twelve Surveys Free

Specific results, actual figures, with no veiled allusions and no data withheld—that is what you will get out of the following carefully prepared surveys:

- Consumers tell what they dislike about packages and containers.
- How newspapers cover leading city markets.
- Radio surveys in 63,663 homes show 45% listeners on average day.
- Why is the smoking public changing its cigarette preferences?
- Listeners again analyze and rate radio sales talks.
- Methods used by spot radio advertisers to get results.
- Housewives run up danger signals for manufacturers in new survey.
- What's wrong, and right, with American railroads?
- What do sales executives like, and dislike, about American hotels?
- Women less particular about food brands than cosmetics.
- Drug and toilet goods makers overlook vast potential market—the office.
- Brand specifications survey among men shows that wives do the choosing.

These surveys were made by the Market Research Corporation of America for SALES MANAGEMENT, from which they are reprinted by permission.

You get all twelve surveys free with one year's subscription to MARKET RESEARCH, the monthly magazine. MARKET RESEARCH gives you the news of this newest but essential phase of modern business. It is the only magazine in its field. Read it and be up to date!

MARKET RESEARCH has no free list. The only way to get it is to subscribe. Use the coupon today!

OFFER HOLDS ONLY WHILE SUPPLY OF SURVEYS LASTS!

MARKET RESEARCH,
Rockefeller Center,
New York, N. Y.

Send me reprints of the twelve surveys, and MARKET RESEARCH for one year.

I enclose \$1 (). Bill me for \$1 ().
(Foreign, \$2.)

Name

Company

Street

City..... State.....



MEDIA AND AGENCIES

Scribner's Publishing Plan Attracts
New Readers and New Advertisers
... A Busy Advertising Fortnight

Scribner's Selects

Probably the most momentous year of Scribner's Magazine, since its founding with the issue of January, 1887, was not its first but its 51st. With the introduction of the "new Scribner's," last October, things began to happen fast. They are still happening.

For example: Advertising linage in the first half of this year was 104% more than in the first half of 1936. (The over-all page size was enlarged last October but the type page—429 lines—remains the same.) From October to July 45 new advertisers—concerns which had been absent a year or more, or which had never been in at all—were added.

For example: Paid circulation was 48,000 then. It exceeds 100,000 now. Subscription sales in the first three months rose 43%. Newsstand sales, meanwhile, soared 1,226%!

Reduction in price from 35 cents, \$4 a year, to 25 cents, \$2.50 a year, has helped. But price, alone, does not sell a product. In the transition that followed the appointment of Harlan Logan—after some years as consultant to both the editorial and promotion departments of both Conde Nast and Macfadden—as editor-publisher, under supervision of Charles Scribner, many things went into Scribner's which were not there before.

The magazine still is edited for well-to-do, able-to-do people. But it is edited more for those alert and active wealthier people who are growing both in means and experiences. The calibre of authors in Scribner's holds to the standard that in former years helped to "make" Richard Harding Davis, Bret Harte and Robert Louis Stevenson; Ernest Hemingway, Thomas Wolfe and others. The new editors use established writers and "new" to achieve an ideal balance of content between the informative and the entertaining, thus spreading the appeal of the magazine to men and women of varied interests. Its circulation still follows income tax returns—follows them today in fact, more closely than before.

In May Scribner's checked newsstand sales in 16 places in Westchester County, New York, drew up a chart on this basis, and then made a chart of income tax returns from these communities. The line of one followed the other rather closely. Yonkers, with nearly twice the income tax returns of Mt. Vernon, had nearly twice as many Scribner's newsstand buyers. . . . Larchmont is slightly smaller in population than Dobbs Ferry, but has nearly three times as many income tax returns, and eight times as many Scribner's buyers.

As to the age of the new readers more than half are between 25 and 44, and the 18-24 age group is on the rise.

In its half century Scribner's has pioneered many developments. It is said to have been the first magazine to use coated stock and half-tone cuts. The present maga-

zine is on coated paper throughout, is more profusely illustrated, in color and black and white. The illustrations start with the cover. The July cover, titled "Air Pilot," depicts Capt. Charles G. Fredericks, 29-year-old expert in blind flying.

Capt. Fredericks' "youth" suggests the



Scribner's editor-publisher, Harlan Logan

new "youth" of the new Scribner's. In the transition of the last nine months age has given place to youth throughout. Dr. William Lyon Phelps, for instance, ended 14 years of monthly book reviews for the magazine last September. Young John Chamberlain has taken this work over. "Screen and Radio," by Gilbert Seldes; "Book Notes," by Katherine Gauss Jackson; "Music and Records," by Richard Gilbert, have been added, or developed from "columns" into major departments under the general title, "The People and the Arts." George Jean Nathan, writing on the theatre, and Don Herold, with facetious comments on events in general, have become reader contributors. "Life in the United States," a department of short articles on contemporary subjects and scenes, is emphasized, perhaps, more than before.

Each of those who direct Scribner's now is much younger than the magazine itself. Harlan Logan, for example, is 33; J. H. Chamberlain, managing editor, is 32; Frank Comtois, who became advertising manager last month, is 29. James Le Baron, promotion manager, is also 29.

The Scribner's people give major credit for the transition to Mr. Logan. One of his ideas, put into effect with the June issue, is selective publishing. It is intended to enable the magazine to cover, if possible, the whole class market, and only that market.

Several years ago Dr. Daniel Starch found that no major class magazine had more than 23.8% of its circulation among families with incomes of more than \$10,000. Mr. Comtois explained. With last October's

SALES MANAGEMENT

change, *Scribner's* set out to provide the editorial basis for greater coverage. Favorable letters from readers, expanding circulation, advertisers' coupon returns from the "new" magazine in contrast with those from the "old," surveys by the magazine's advertising agency, Erwin, Wasey & Co.—all indicated that "we were on the right track." Unfavorable letters from a few, perhaps stodgy, veteran subscribers, protesting against the "brightness," and wondering why magazines had to "change," were indicative, too.

With the June issue a third and most important factor in *Scribner's* new Selective Publishing technique for attaining complete coverage of the class market went into effect: 200,000 selected Top Income families are receiving three issues of *Scribner's* by Western Union messenger. For systematic coverage, these 200,000 families are divided into groups of 50,000. Three successive issues of *Scribner's* are sent to each group of 50,000 in rotation—the total of 200,000 being covered in 12 months.

Delivered with the magazine is an engraved card addressed to the head of the family, inviting "Mr. John J. Jones and His Family to read this and the two succeeding issues which will be delivered at the time of publication. These are sent with the compliments of the publisher in the belief that *Scribner's* is the type of magazine which he and his family will enjoy and wish to read regularly."

This distribution is in addition to the paid guarantee of 100,000. It is simply sampling, and does not mean that *Scribner's* is going on a controlled-circulation basis.

Families selected are those of business executives, law partners, political and governmental executives, and bankers. The object is to sell the magazine not only to people of means and intelligence but to people of influence—a sort of "group leader" set-up, as it were.

Cities being covered are the ten largest in population, plus San Francisco and District of Columbia. The 50,000 copies are divided in accordance with the market importance of the cities. Other top-income groups in the same cities will be sampled quarterly, until complete sample coverage of all families there with incomes of \$6,000 or more has been effected.

The 50,000 distribution, incidentally, parallels *Scribner's* paid circulation of 52,791 in these cities. Paid circulation in New York City, for instance, is 21,548. Of each 50,000 by Western Union, 22,962 will go to families in that city. This makes a total per issue there of 44,510, and total coverage in a year 113,396.

Recently *Scribner's* queried 2,500 each of Western Union and regular-subscriber recipients in New England as to their opinions of four articles in the March issue. The selected readers apparently were only a little less familiar with these articles than were the regular readers—57% against 62.

The bonus circulation thus provided, Mr. Comtois said, has interested advertisers even more than the rapid expansion of the magazine in the last nine months. Already it is impressing them with *Scribner's* as a medium for top-market coverage. It is broadening the scope of the magazine's advertising. In the issue of June, 1936, 60% of the advertising was books and travel, 40% "general." In June, 1937, these proportions were exactly reversed. While books-and-travel was growing 90% "general" went up 190%.

Scribner's is seeking to develop primarily institutional copy from manufacturers and

banks, etc.; automobiles and boats, liquor, household equipment, and books and travel. Wealthier people also having basic needs, it is beginning to tackle the mass food-drugs-tobacco advertisers, and such other mass classifications which have "luxury" offshoots.

It would seem that in publishing, too, life can begin at 40—or 51.

Hearst Merges *American* with *Journal*

The New York *American*, Hearst daily morning newspaper, was merged with the New York *Evening Journal* on June 25. The newly merged papers will be published in the afternoon, with a Sunday morning edition carrying *The American Weekly* magazine section. William R. Hearst, Jr., will be publisher of the *Journal-American*,

and Walter Young has been appointed as his associate. Mr. Hearst was publisher and Mr. Young assistant publisher of the New York *American* prior to the consolidation. Arthur G. Newmyer, who has been publisher of the New York *Evening Journal*, was made an assistant general manager of the Hearst Newspapers.

The Associated Press and New York City News Association memberships of the *American* have been transferred to the New York *Daily Mirror*. Mr. Hearst's statement said, "The practical disadvantages of maintaining three competing newspapers in one community make a combination of this kind desirable and beneficial. The creation of two powerful papers of enlarged size with many added pages and features will be of immense advantage not only to the *Mirror* and the *Journal*, but to the reading public."

HOUSTON 8th in America in BUILDING

Again in 1937, as in 1936, Houston leads the South by a wide margin, and ranks eighth in the nation, in volume of construction. Building permit totals for the first five months of 1937 for the 10 leading American cities are quoted by Dunn & Bradstreet as follows:

New York	\$124,574,529
Los Angeles	25,765,977
Detroit	20,041,805
Philadelphia	16,686,770
Washington	15,399,770
Chicago	13,275,654
Boston	12,837,873
Houston	9,643,200
Baltimore	8,855,780
San Francisco	8,757,661

THE HOUSTON CHRONICLE

Largest daily in Texas—Lowest milline rate
Leads the State in National Advertising

R. W. MCCARTHY
Manager National Advertising

THE BRANHAM COMPANY
National Representatives

Herron Heads Newspaper Group

Col. Leroy Herron, advertising director of the Washington *Star*, was elected president of the Newspaper Advertising Executives Association at a recent meeting in New York. Other officers elected were Chesser Campbell, advertising manager of the Chicago *Tribune*, vice-president, and Irving C. Buntman, executive director of Wisconsin Newspapers, secretary-treasurer. New directors are Robert A. Wolfe, advertising manager of the Dayton *News*; J. Frank Duffy, advertising counsel, Gannett Newspapers; William Wallace, advertising manager, the Toronto *Star*, and Irwin Maier, advertising director of the Milwaukee *Journal*.

N.A.B. Elects

The following officers were elected for the coming year at the 15th annual National Association of Broadcasters' Convention: President, John Elmer, WCBM, Baltimore; first vice-president, John Gillin, Jr., WOWO, Omaha; second vice-president, William J. Scripts, WWJ, Detroit.

Meredith Makes Unique Guarantee

New rate cards of *Successful Farming* and *Better Homes & Gardens* carry the unique guarantee that no further rate increases will be announced without at least six months' warning. Vice-president Ed F. Corbin, of the Meredith Publishing Co., considers this big news in the publishing field. "Since our two magazines now accept contracts only for six months in advance of the closed issue," he said, "this announcement guarantees that agencies no longer need worry about placing rate protection orders, and that both ad-

vertiser and agency may be assured that no other advertiser is receiving a lower rate because of protective orders."

The revised *Better Homes & Gardens* rate card announces a new rate of \$11 a line based on a 1,650,000 circulation, effective February, 1938. No changes were announced in *Successful Farming* rates.



More than 45,000 persons lined the streets of downtown Des Moines on June 14 to watch a mile-long parade of the eighth annual Des Moines *Register & Tribune* Carrier Salesmen's Convention. The day began for the 4,800 carriers with a circus and ended with a Western League baseball game. Thousands of the boys came to the city aboard 10 special trains or on special cars attached to regular trains.

Literary Digest Merges with Review of Reviews

Rumors that a group headed by George Hecht, publisher of *Parents'*, would buy the *Literary Digest* were spiked during the fortnight by the announcement of the sale of the weekly to *Review of Reviews*. Albert Shaw, Jr., consummated the sale. The two magazines will be merged as a weekly effective with the July 17 issue under the name of *The Digest*.

Magazine News

Motor World Wholesale, a Chilton publication, will be enlarged from pocket size to 7"x10" type page, standard size, beginning with the July issue.

Modern Romances, in its August issue, will inaugurate the first book-length true story told in pictures. There is, of course, accompanying text, but the 50 pictures of the story, "Sinner's Daughter," take first place and the text second.

Kenneth A. Bonham, executive editor, and K. B. Hurd, vice-president and advertising manager, of the *American Druggist*, are presiding at a series of meetings in Chicago, Boston, Detroit, Cleveland, St. Louis and New York to explain the operation of the magazine's new merchandising and marketing committee. The publication has set up an advisory board to give countrywide cooperation with manufacturers in the solution of problems of sales and distribution in the drug field.

Chemical & Metallurgical Engineering's



James H. McGraw, Jr., has been elected president of the McGraw-Hill Publishing Co., to succeed Malcolm Muir who has resigned to become publisher of *News-Week*. Mr. McGraw retains his position as chairman of the board of the McGraw-Hill Publishing Co. Mason Britton continues as vice-chairman of the board and Howard Ehrlich as executive vice-president.

September issue will carry a special supplement covering "facts and figures" of the American chemical industry. The publishers feel that the time has come to demonstrate through facts that industry as a whole serves well the interests of the American people. The chemical industry has suffered through too much association of chemicals with explosives and warfare, with too little appreciation of the full scope of the industry as a constructive force.

Grocer-Graphic Starts Sept. 15

The first issue of *Grocer-Graphic*, an illustrated weekly tabloid distributed under controlled circulation to 16,000 independent grocers within the New York metropolitan area, will appear September 15. It will be published by Bill Brothers Publishing Co., and edited by Robert Kirby, with John R. Dolan as business manager.

The tabloid news weekly will contain a complete weekly directory of all merchandising deals in force in the area, general price trends of the local produce market, analysis and interpretation of all legislation affecting grocery operation in the area, a directory of manufacturers' consumer advertising activities, news of association and voluntary chain activities, and general news, both national and local, interpreted from the New York viewpoint.

Miss Lang Heads Newspaper Promotion Group

The following officers were elected by the National Newspaper Promotion Association to serve during the coming year: President, Elsa Lang, promotion manager of the New York *Herald Tribune*; vice-president, Harold E. Jewett, Providence, R. I., *Journal-Bulletin*; secretary, Vernon C. Myers, Des Moines *Register & Tribune*; treasurer, Ivan Veit, New York *Times*.

Media Notes

Robert R. Robertson, president of National Advertising Service, Inc., college newspaper representatives, has announced that his firm has acquired the business and good will of the A. J. Norris Hill Co., Inc., of New York, Chicago and San Francisco, making a total of 888 college newspapers as well as *Collegiate Digest* which are represented by his company.

Herbert I. Averay, formerly sales manager for Nelke Sign Manufacturing Co.,

SALES MANAGEMENT

WMCA
NEW YORK'S
OWN STATION

Leads in
PROGRAM PLANNING

BANDSTAND
AND
GRANDSTAND

3 SOLID HOURS DAILY
SPONSORED BY **GENERAL MILLS**

vice-president of Palmer Advertising Service, and more recently sales manager for Third Dimension Electrical Displays, Inc., has joined the sales staff of the National Process Co. Arthur G. Alter, recently with Einson-Freeman Co. and Graphicut Displays, Inc., has also joined the company in the same capacity.

W. E. Anderman, formerly manager of the Detroit Times, has been appointed publisher of that newspaper. . . . Wesley M. DeBarger, former president of the Association of Advertising Men, has joined the sales department of the Polygraphic Co. of America, Inc. . . . Frank H. Comtois, formerly with McGraw-Hill Publishing Co., The Architectural Record, Liberty, Screenland Magazines, and T. J. Maloney Agency, has been appointed advertising manager of Scribner's Magazine.

Brantz Mayor has been named manager of Time's Philadelphia advertising office, to succeed Brooks Hering, who is now assistant advertising manager of the magazine, and Frank W. McDonald has been appointed Pacific Coast advertising manager, with headquarters in San Francisco. . . . S. D. Distelhorst, formerly associate editor of Industrial Power, has become technical editor of Air Conditioning, combined with Oil Heat, both publications of Heating Journals, Inc. . . . A. C. Dingwall, with the Ice Cream Trade Journal for the past 20 years, has been appointed advertising manager of the publication.

Sun-Telegram Tie

A rare occurrence, when two competitive newspapers in the same market are evenly tied in advertising linage, happened June 25. The New York World-Telegram that day moved abreast of the New York Sun in total linage for the month to date. Both papers had exactly 1,022,800. A few days earlier the Sun had been about 17,000 lines ahead.



For the first time in publishing history a publisher has made a sales presentation in verse. The illustration above, greatly reduced from a 12" x 15" page in color, is typical of many nursery rhyme illustrations presented by Woman's Home Companion, with accompanying verses to the advertising practitioners of the country. This page tells prospective advertisers to

"Invest your advertising stakes
Where all the editorial breaks
Are yours today!"

The book is called "Papa Gander"—and it is good papagander for Woman's Home Companion.

JULY 1, 1937

Selling Colorado

Approximately 50 advertising men and sales executives have just completed a week's circle tour of the High Rockies, out of Denver, as the guests of radio stations KLZ, of Denver, and KVOR, of Colorado Springs. These, with WKY, the Oklahoman and Times and Farmer-Stockman, are affiliated organizations of the Oklahoma Publishing Co.

The party gathered in Chicago on June 19, where an official dinner was held after which the members, guests of the radio-publishing organization, rode the chartered streamliner, City of Denver, to Denver. On Sunday they were the guests of Spencer Penrose, multi-millionaire Colorado mining man, at his castle-like home, "El Pomar," Colorado Springs.

After inspecting the radio stations at Colorado Springs and Denver, and being

banqueted and feted, they left on Tuesday, June 22, for a circle trip by motors to a number of scenic spots, including Estes Park, Bear Lake, Glacier Basin, Iceberg Lake, Big Thompson Canyon, Milner Pass, Grand Lake, Berthoud Pass and Idaho Springs.

Heavy rains, the kind the dry country newspapers describe as "million dollar rains," have fallen in succession in the Southwest and the Colorado high country in recent weeks and the country was a-bloom with promise of the finest crops in years. Members of the party were told that "heavy buying power" lies directly ahead.

In the party were Herbert V. Ackenberg, Columbia Broadcasting Corp., New York; C. J. Baker, Maxon, Inc., Detroit; F. A. Berend, Pontiac Motor Co., Pontiac, Mich.;

(Continued on page 59)

SPECIALIZATION

—to Serve Chain Stores

A selected list of leading newspapers recognize the need of consistent, active, personal contacts with the executives of chain stores. Our organization confines its operation to serving chain store executives in their relations with newspapers. Our staff is composed of men thoroughly experienced in LOCAL advertising and merchandising—completely cognizant of LOCAL market conditions as they affect individual chain stores.

WILKES-BARRE RECORD

Reynolds-Fitzgerald, Inc., National Representatives

THE SCRANTON TRIBUNE

Tenney, Woodward & Company, Inc., National Representatives

READING TIMES

John H. Perry Associates, National Representatives

CLEVELAND PLAIN DEALER

John B. Woodward, Inc., National Representatives

FORT WAYNE JOURNAL-GAZETTE

Tenney, Woodward & Company, Inc., National Representatives

THE EVANSVILLE COURIER

Story, Brooks & Finley, Inc., National Representatives

THE DALLAS NEWS AND JOURNAL

John B. Woodward, Inc., National Representatives

All of the above newspapers are Represented at Retail by:

WALLACE & ASSOCIATES, INC.

PUBLISHERS' RETAIL ADVERTISING REPRESENTATIVES

420 LEXINGTON AVENUE, NEW YORK CITY

333 North Michigan Avenue, Chicago (effective August 1st)

SPECIAL NOTICE

Our type of representation is not to be confused with regular established NATIONAL or GENERAL representatives of newspapers. Wallace & Associates serve the newspapers listed above only on those accounts functioning at LOCAL rates.

Federal Road Inventory Will Give Market Facts On All Rural Areas

Maps now being prepared will locate every road, home and store in the nation. Traffic counts will help define independent trading areas.

BY

CONGRESSIONAL INTELLIGENCE, INC.

LITTLE known—but of key significance in sales and marketing—are the state-wide highway planning surveys now in progress from coast to coast.

These surveys relate to all rural highways, both main arteries and the secondary, or feeder, or farm-to-market roads, and represent a grand-scale inventory whereby improvements to facilitate selling and marketing in local areas can be efficiently developed.

Recognition of the need for such planning "beyond the main roads" appeared for the first time in Federal highway legislation in the Hayden-Cartwright Act of 1934. At the present time the Federal Bureau of Public Roads, in cooperation with the various state highway departments, is using a large part of the funds provided directly for these "comprehensive planning studies."

Some 2,600,000 miles of local roads are covered by these state-wide surveys, advent of which is an open sign that "the day of the local road has come." Official automobiles are being driven over every mile of the entire rural road system of the United States, measuring it by odometer, and obtaining all information necessary to produce the first complete transportation maps of the country.

From the standpoint of sales, the potentiality of marketing areas, and their accessibility, the following declaration by H. S. Fairbanks, chief of the Division of Information, Bureau of Public Roads, is exceedingly pertinent:

"We shall locate and put on the maps every home, every store, every mill and factory, every church and school, every producing mine and oil well, in short every definite origin and destination of highway traffic in rural territory. Thus we shall know exactly how many homes are served by every section of road and just what other interests are directly served by the roads. . . ."

Such maps will make it possible to the finest degree for sales managers to determine the best markets not only nationally, but also within a given region or state—or even county. More than that, these maps will reveal the best method of reaching these markets, for, as Mr. Fairbanks points out further:

"To this detailed knowledge of the roads we shall add complete determination of the location of all railroads, all navigable waterways, all bridges over major streams, which we shall classify as free or toll, all ferries, all rural railroad stations and wharves, and all aviation landing fields. All of this information will be mapped. . . ."

These maps will be the first with such wealth of economic detail ever attempted. They are being made by the various state highway departments, assisted by the Federal bureau, and in all probability will be distributed from

these departments in each of the states.

It should be made clear here that none of these maps is yet available, that field work is still going on in most states, though near completion in some. Following the field work will come the tabulation, classification, and actual mapping. All determined facts of the inventories will be classified in numerous significant statistical tables. But it is the large-scale maps, on which the data will be charted, which will be invaluable not only for highway planning but also for every other public planning, sales and commercial purpose.

Of marked importance also will be the traffic counts to determine the actual use by number of vehicles to which these local roads are put. Blanket counts at thousands of points on the main roads and the local roads as well are being conducted. On the basis of these it will be possible to select highways for improvement in accordance with traffic service provided.

With other modifying factors—the agricultural characteristics of the land, the general economic prospects of each section, and other considerations—these surveys and resultant maps will provide a sound foundation for future marketing and sales programs and planning.

Another part of this road picture is fundamental in marketing. That is the financial angle, and the Bureau of Public Roads and state highway departments are not overlooking it. Financial studies will be adjoined to the above inventories.

They will include the following:

Studies designed to show what taxes are now levied for road purposes; the yield of such taxes; and who pays



G-E Men Step Up: E. H. Vogel manager of General Electric Co.'s Radio Division, Bridgeport, Conn., has made three important changes in his personnel—H. A. Crossland (left) advances from manager of the G-E Radio Service Station to become manager of the newly-created Technical Sales and Service Section; C. T. Wandres (center) moves from radio advertising manager to manager of radio tube sales; A. A. Brandt (right), after directing sales for several metropolitan radio houses for seven years, is supervisor of advertising for all products of the Division.

them; how much rural residents pay and how much urban residents pay.

Studies to show how the taxes raised are expended; how much for construction; how much for maintenance; how much on main roads; how much on lesser rural roads; how much on city streets.

Studies to show how the benefits of road service received by various elements of the population—city people, country people, motor vehicle owners, non-motor vehicle owners, etc.—relate to the payments by each element.

Another class of financial studies to establish the elements of the equation of annual road cost—the factors of capital cost, and road life, and maintenance cost—which, applied to any projected program of improvement will determine, not how much it will cost to build the projected roads or how much to maintain them, but rather how much it will cost annually to own them in perpetuity.

Basically the highway surveys are under way to determine the future shape of the whole highway fabric of the nation. They seek to give much-needed facts in regard to each of five strands of the highway web, namely, road condition, finance, administration, use, and finally the relation to general economic and social trends.

Economic and social trends have an important place in the scheme of the coordinated study. "At Washington," in the words of Mr. Fairbanks, "we are formulating suggestions indicative of the lines of such studies and the informational sources from which data may be drawn. . . . Bearing upon the last of the five strands of circumstance to which I have referred, these studies also are of deep importance if we are really to align our day-to-day operations with the ground swell of national growth on which they must float."

Philco Introduces New Line

Virtually all advertising media will be used by Philco Radio and Television Corp., Philadelphia, to reiterate "No Squat! No Stoop! No Squint!" slogan of the company's 1938 line of 67 radio receiving sets. Teaser ads with caricature figures will fiddle around a dial on an old style set. Follow-up space points out that with "the Automatic Tuning Philco, with Inclined Control Panel," squatting, stooping, and squinting are unnecessary.

James M. Skinner, president of Philadelphia Storage Battery Co., told distributors at their annual convention that 1937 will not see television. Some 2,000,000 Philco home and auto radios will, however, be produced. This is an increase of 200,000 over last year.

Beginning July 5, Boake Carter, Philco's radio news commentator, will be on 59 CBS stations, an increase of 36. He will appear three nights a week instead of five.

JULY 1, 1937

Where the hardware business is—there is Hardware Age.

Your sales promotion message attains practical saturation of the hardware field when entrusted to **HARDWARE AGE**.

Because this paper *has* and *is* what active hardware men *want* to read, its circulation follows closely the distribution of the hardware business itself.

In the smaller cities the hardware business is proportionately greater because there is less specialty store competition and the neighboring rural and small town population swells the local sales.

This condition is clearly reflected in the larger percentage of **HARDWARE AGE** subscribers than of population in the smaller communities. See the table above.

Communities	U. S. Per Cent of Population	Hardware Age Per Cent of Circulation
Over 500,000	17.0	17.94
250 - 500,000	6.5	6.83
100 - 250,000	6.1	6.34
50 - 100,000	5.3	5.94
25 - 50,000	5.2	6.53
10 - 25,000	7.4	11.51
5 - 10,000	4.8	8.45
2.5 - 5,000	3.8	8.25
Under 2,500	65.1%	62.95
Incorporated	7.5	28.21
Unincorporated	36.4	
	100.0%	100.0%

From the largest city to the smallest town **HARDWARE AGE** gives you thorough coverage of reading hardware men.

A Chilton Publication

HARDWARE AGE
239 West 39th Street, New York, N. Y.
A.B.C. • Charter Member • A.B.P.

IN Chicago!

A SUITE LIKE *this*

\$6.00

FOR TWO PERSONS

TWIN BEDS — BATH
— PARLOR — RADIO



A SINGLE LIKE *this*

\$2.50

With Bath and Radio
(Special weekly and monthly rates)



HOTEL Allerton

MICHIGAN AT HURON . . . CHICAGO

"CLOSE TO EVERYTHING"

JOHN P. HARDING
MANAGEMENT
SEN WILLIAMS ROAD

On upper Michigan Avenue in the heart of Chicago's near north side—a few minutes' walk from local offices, business and amusement

centers. Complete social program includes weekly dances, bridge and entertainment for guests and friends at no extra cost.

Magazine and Radio Expenditures

(June and year to date—in thousands of dollars)

Compiled for SALES MANAGEMENT by Publishers' Information Bureau, Inc.

Class	NATIONAL MAGAZINES				RADIO			
	June		January-June		May		January-May	
	1937	1936	1937	1936	1937	1936	1937	1936
1. Automobiles	\$ 1,425.6	\$ 1,504.2	\$ 6,997.8	\$ 7,610.5	\$ 532.9	\$ 360.4	\$ 2,827.0	\$ 1,850.8
2. Auto Accessories	1,266.7	1,151.4	3,837.6	3,483.8	536.9	370.4	2,427.0	2,033.0
3. Clothing	862.7	690.5	3,880.9	3,084.1	26.0	31.0	115.6	165.6
4. Communication	97.1	64.9	533.4	425.5
5. Electrical Household Equipment...	774.5	649.7	3,034.1	2,806.4	141.2	482.3	35.5
6. Electrical Structural Equipment...	220.2	88.6	870.8	430.6
7. Financial	439.8	403.5	2,053.2	1,959.3	61.0	37.6	352.4	207.4
8. Foods	1,199.5	1,289.5	8,508.9	7,888.2	1,027.9	825.4	5,404.7	4,339.3
9. Food Beverages	444.1	408.6	2,012.4	2,039.0	491.4	333.5	2,452.9	1,974.4
10. Beer, Wines and Liquors	557.6	419.4	2,892.6	1,792.4	27.7
11. Confections	173.9	168.8	514.2	605.0	110.5	98.1	603.6	593.4
12. House Furnishings	574.0	439.1	3,035.9	2,196.5	31.1	11.3	159.0
13. Kitchen Supplies	397.1	210.5	1,667.7	989.7	7.0	46.2	27.6	251.4
14. Soaps, Cleansers	558.3	487.6	2,467.8	2,751.2	527.7	278.7	2,386.2	1,223.5
15. Jewelry, Clocks, Watches	231.7	112.0	451.9	294.5	38.4	64.7	136.6
16. Machinery	77.8	48.2	435.5	245.7	9.4	104.0	56.9
17. Office Supplies	301.7	250.9	1,161.3	922.2	33.0	380.7
18. Publications	98.6	73.2	779.7	641.4	48.4	28.3	285.5	110.8
19. Radios	56.9	117.3	477.4	691.8	121.1	113.6	1,015.5	534.1
20. Smoking Materials	778.6	600.4	3,924.1	3,078.3	620.9	393.3	2,559.0	1,869.4
21. Sporting Goods	234.6	231.8	1,267.7	1,059.6	25.5	57.8
22. Structural Materials	165.0	109.1	756.2	541.6	7.5	91.8	58.9
23. Structural Fixtures	325.5	258.6	1,503.7	1,073.4	40.6	38.7	253.3	266.6
24. Toilet Goods	2,196.6	1,682.4	11,032.2	8,394.9	1,017.1	895.5	5,285.5	5,048.2
25. Medical Supplies	702.4	615.7	4,922.0	4,065.5	466.9	371.6	2,730.8	2,193.0
26. Travel and Accommodations	662.1	453.2	3,501.0	2,523.0	2.9	3.1	51.7	26.6
Miscellaneous	1,404.4	1,267.4	7,413.7	6,431.7	51.8	116.3	357.1	709.9
Total	\$16,228.3	\$13,797.8	\$79,935.1	\$68,027.0	\$5,875.5	\$4,445.3	\$29,976.2	\$24,206.2
% Increase	17.69		17.50		32.17		23.84	

Note—The National Magazines checked total 108 publications 16 weeklies and semi-monthlies for May and 92 monthlies, including *Vogue* for June. All figures are based on one-time or single insertion rates.

Note—Network Radio Broadcasting figures cover national or chain broadcasting carried over the networks of the National Broadcasting Company, Columbia Broadcasting System and the Mutual Broadcasting System. The figures cover facilities only and do not include talent.

Organization News

New York

At its final meeting of the season the New York Sales Managers Club elected the following officers and members of the board of governors for the year 1937-38:

C. King Woodbridge, president; W. H. Maichle, vice-president; G. Lloyd King, treasurer; Elon G. Pratt, secretary. The board of governors consists of all of the officers and L. W. Martin; L. S. Gillette; Elmer H. White; Herman Prince.

At the weekly meeting of the Sales Executives Club of New York on June 21, at the Hotel Roosevelt, Frederick B. Heitkamp, general sales manager, American Type Founders Sales Corp. spoke on "Putting Sales and Advertising in Mesh." Paul Ryan, sales and advertising manager of Shell Petroleum Corp., led an open discussion of the speaker's remarks. This "Socratic method" of questions and answers has proved a popular feature at Club sessions.

Sponsored jointly by the A. B. P. and the Technical Publicity Association (the New York Chapter of the National Industrial Advertisers Association), an industrial marketing departmental luncheon was held June 22 at the Hotel Pennsylvania. It was a feature of the 33rd Annual Convention of A. F. A. Speakers phrased their themes

around the general subject, "Combining Statesmanship with Salesmanship." They were: W. Gibson Carey, president, Yale & Towne Mfg. Co.; W. A. Anderson, vice-president, Thornley & Jones, Inc.; Charles Dallas Reach, president, Charles Dallas Reach, Inc.; Allmon Fordyce, director of focal exhibits of New York World's Fair, and member of Fordyce and Hamby; M. A. Williamson, assistant vice-president, McGraw-Hill Publishing Co.

The New York Chapter of the American Marketing Association held a luncheon meeting June 30 at the Advertising Club. Pauline Arnold, vice-president of Market Research Corporation of America, spoke on "Research as a Sales Builder."

Milwaukee

The Milwaukee Sales Managers' Association recently conducted a symposium on "Salesmen's Earnings and Compensation Plans." Speakers were Melvin Goldberger, of Silverstones; Norman B. Scott, of Metropolitan Life Insurance Co.; and Jack Sterling, of Rexford Paper Co. A dramatized sales presentation was put on by Clark Boughton, of McGraw-Hill Publishing Co., at the same meeting.

At the annual meeting of the Milwaukee Association of Industrial Advertisers Van B. Hooper, of Louis Allis Co., was elected president; Delbert Kay, of Nordberg Mfg.

Co., vice-president; Walter E. Schutz, of Perfect Controls Co., secretary-treasurer. Directors elected: Chas. G. Crabb, of Wrought Washer Mfg. Co.; A. H. Oberndorfer, of Hevi-Duty Electric Co.; E. J. Goes, of the Koehring Co.; R. L. Hamilton, of the Dumore Co., Racine, Wis.

Mr. Goes, the retiring president, outlined the season's activities and pointed out that not only Milwaukee industrial plants, but many leading manufacturers throughout the state are active members of this industrial advertising group.

Fort Worth

The Fort Worth Sales Managers Club recently held its annual Summer outing at the Glen Garden Country Club. Wives and sweethearts were invited. A. B. Vera, of Vera-Reynolds Co., was general chairman. R. L. Bass and Leonard Davis were in charge of the golf arrangements.

Salt Lake City

The Sales Managers Association of Salt Lake City listened to a debate between members at its regular meeting, June 25. Frank B. Koller upheld the negative and Manford Shaw the affirmative on the subject, "Are Contests Necessary in Sales Stimulation?"

In addition, a talking picture, "Two Salesmen in Search of an Order," was shown. It was loaned by the Dictaphone Sales Corp.

SALES MANAGEMENT

St. Louis

The Sales Managers' Bureau of the St. Louis Chamber of Commerce has started a series of 15 weekly round table luncheons at the Hotel Statler. "Coats off, sleeves up" discussions are devoted to the general subject, "Solving the Problems of Sales Management." Joseph E. Zipf, district sales manager, General Food Sales, Inc., was discussion leader at the first meeting. His topic was, "Recruiting and Employing Salesmen Under Present Day Conditions."

T. E. Killeen, Jr., is chairman of the round tables committee; J. S. Jones is vice-chairman.



George M. Slocum (right), publisher of the *Automotive Daily News*, Detroit, last week was elected president of the Advertising Federation of America.



New chairman of the board of the AFA is E. H. McReynolds (left), director of publicity-advertising, Missouri Pacific Lines, St. Louis.



Frank A. Black (right), of William Filene's Sons Co., Boston, was re-elected AFA treasurer.

A. F. of A. Elects Slocum

George M. Slocum, publisher of the *Automotive Daily News*, Detroit, was elected president of the Advertising Federation of America at a meeting of the group's board at the close of the annual meeting held at the Hotel Pennsylvania last week. E. H. McReynolds, director of publicity-advertising of the Missouri-Pacific Lines, St. Louis, retiring president, was named chairman of the board. Frank A. Black, of William Filene's Sons Co., Boston, was again elected treasurer, and Miss Louise C. Grace, of Grace & Bement, Inc., Detroit, was re-elected secretary. Vice-presidents for the coming year are Norman S. Rose, advertising director of *Christian Science Monitor*; Dr. Kenneth Dameron, College of Commerce and Administration of Ohio State University; Lou E. Townsend, advertising director of the Bank of America, San Francisco; Edith Ellsworth, of Roche, Williams & Cunningham, Philadelphia, and H. B. LeQuatte, of H. B. LeQuatte, Inc., New York.

JULY 1, 1937

To A Certain HARD-HITTING Copywriter

W. J. W. Now that the family is away for the Summer, commuting to Scarsdale won't be any fun. Why not stay at The Shelton?

The Shelton is ideal for summer living. There are air-conditioned lounges and restaurants . . . cool bedrooms high above the city . . . library . . . open air terrace . . . solarium . . . gymnasium . . . and a cooling, refreshing swimming pool.

The Shelton is near your office . . . any way you approach it.

*With all these features . . . from \$3 daily.
Special weekly rates*

SHELTON HOTEL

LEXINGTON AVENUE at 49th STREET, NEW YORK

TRAVEL-TIRED?

When you're exhausted from the strain of a long trip, and you crave a place to stretch out and relax - there's nothing more wonderful than to walk into an Albert Pick hotel, where you are made to feel **AT HOME**, and enjoy the luxury of personal service, restful slumber and delicious food in air-conditioned dining rooms. At prices that are easy on your pocketbook.



Real Comfort **17**
IN ALL

ALBERT PICK HOTELS

5000 ROOMS IN 8 STATES

CHICAGO, ILL. GREAT NORTHERN

DETROIT MICHIGAN TULLER
DAYTON, OHIO MIAMI
COLUMBUS, OHIO CHITTENDEN
COLUMBUS, OHIO FORT HAYES
TOLEDO, OHIO FORT MEIGS
CINCINNATI, OHIO FOUNTAIN SQUARE
CANTON, OHIO BELDEN
ST. LOUIS, MO MARK TWAIN

INDIANAPOLIS, INDIANA ANTLERS
SOUTH BEND, INDIANA OLIVER
ANDERSON, INDIANA ANDERSON
TERRE HAUTE, INDIANA TERRE HAUTE
JACKSON, TENNESSEE NEW SOUTHERN
ASHLAND, KENTUCKY VENTURA
OWENSBORO, KENTUCKY OWENSBORO
WACO, TEXAS RALEIGH



PICK, in print, should always

suggest ALBERT PICK HOTELS

Do You Want to Reach the Farmer? And How?

So many people asked us for data on the farm market that we decided to find out about it. Apparently there were no current facts available, or very few. We have now laid out a nation-wide survey among rural homes. If you are selling to such homes, or would like to, may we tell you about our plan?

"But farmers? What's so strange about them? Why think of them as a market 'apart,' as a group who are worth thinking about only because and when headlines talk about dollar wheat, or when an administration of which you do not approve pours out funds through an alphabetical agency?"

Philip Salisbury
Executive Editor
SALES MANAGEMENT

MARKET RESEARCH CORPORATION OF AMERICA

Pauline Arnold
Percival White

Rockefeller Center, New York
120 S. La Salle St., Chicago

*Gives you guidance in making marketing decisions
and building sales and advertising plans*

[56]

Lucky Strike Launches Newspaper Test Drive in Cartoon Strips

American Tobacco Co. has introduced, in a newspaper campaign just launched for Lucky Strike cigarettes, several departures unique in its big-spending history for this product.

In the first place, instead of presenting a new idea or theme simultaneously in large space in 1,500 or more newspapers nationally, as heretofore, Lucky Strike is running the present series in only eight cities. If the preliminary program proves effective in these markets, which include New York City, said George Washington Hill, Jr., advertising director, it will be extended throughout the whole of the country.

In the second, testimonials of people whose "careers depend on their voices," begun in the national newspaper campaign last Winter and Spring, and being continued on the radio and in magazines, are now being done in cartoon-strip form. For example, Carole Lombard, movie actress, shows in four "story" pictures "how her singing teacher urged her to choose a light smoke—Luckies."

A third innovation is a box in which is told why "tobacco experts smoke Luckies two to one."

The "toasting" process, proved so successful in the past, remains the basis of the story.

\$50,000 Instead of \$2,000,000!

In national campaign, Lucky Strike has usually scheduled insertions twice weekly for ten weeks—resuming for another ten weeks, after a short "vacation," if the theme and approach proved productive. The present series is for four weeks only. Instead of spending perhaps \$100,000 for space for a single ad nationally—\$2,000,000 in ten weeks—Lucky Strike intends to find out whether the present campaign will "click" at a total cost probably of not more than \$50,000.

There are really nine markets—eight for one four-week test, one for the other. A test from June 15 to July 8 is running in all newspapers in Bangor, Me.; Springfield, Mass.; Hartford, Conn.; Plattsburg, N. Y., and Lancaster, Lebanon, Warren and York, Pa. All daily newspapers are being used in the eight smaller cities and all general New York City dailies will be used in the test there.

Lord & Thomas is the agency in charge.

SALES MANAGEMENT



Display Stands

Editor, SALES MANAGEMENT:

Well, I see from Page 1112 in your issue of June 1 that J. M. Brooks, of Story, Brooks & Finley, feels that our point-of-sale merchandising service was antedated by that of the Waterloo, Ia., *Courier*. It was, but the display stand of the *Courier* is arranged so that a number of national advertisers can be serviced at one time. Consequently, in our opinion (and please understand that we have no quarrel to pick with anybody) it does not offer to an individual national advertiser as good a tie-up as that which we have. The *Courier* rack, for example, is in effect just another display rack in the store on which there may be five or six nationally advertised products placed at the same time.

Our merchandising easels have either the actual advertisement torn from the newspaper or a reproduction of it pasted thereon and a display of the merchandise is built around this easel on the counter near the cash register; and if you don't think that makes sales just come out some day and we will take you around to some of these grocers and druggists and let them tell you.

GEORGE FISHBACK,
National Advertising Manager,
The Akron Times-Press,
Akron, Ohio.

B. O. with L. B.

Editor, SALES MANAGEMENT:

In your June 1, 1937, issue on page 1096 in the squib, "Flatterers" you say:

"In spite of these newcomers attempting to squat on Life Buoy's claim, the public will doubtless continue to associate B. O. with L. B., for Lever Brothers and the J. Walter Thompson agency are not relaxing their efforts."

I always thought Ruthrauff & Ryan were responsible for the "B.O." theme. I have no axe to grind for R & R . . . just the old idea of "give credit where credit is due."

BROOKS SMEETON,
Promotion Department,
Meredith Publishing Co.,
Des Moines, Iowa.

(A laurel wreath to you, Mr. Smeeton, for spotting an inexcusable error.—THE EDITORS.)

Thompson Fan Mail

T. Harry Thompson, care SM:

I was glad to note in a recent column that you are entering your third year as the "Scratch-Pad" scribbler.

You realize the inertia which keeps your multitude of readers from expressing their appreciation of your column.

I have been an interested reader for a

long time, and I usually can find one or two of your hair-line items that can be used to good advantage when the boys gather together in those spots legalized by the Twenty-first Amendment.

R. T. MASON,
Penton Publishing Co.,
Cleveland, Ohio.

("Hotpoint" is a fine old name for household appliances, but it seems *unfortunate* when applied to a refrigerator," said T. Harry Thompson in a recent Scratch-Pad.)

T. Harry Thompson, care SM:

As our good friend, Al Smith, might say, "Let's have a look at the record!"

Sales

(Perhaps unmatched in the industry)

January, 1937 . . . 155% of January, 1936
February, 1937 . . . 349% of February, 1936
March, 1937 . . . 201% of March, 1936
April, 1937 . . . 298% of April, 1936
*May, 1937 . . . 191% of May, 1936

(*) One Week's Running Rate
May such misfortune ever continue to attend us!

Good luck to you, my friend!
H. C. MEALY, Manager,
Hotpoint Refrigerator Division,
Edison G. E. Appliance Co.,
Chicago, Ill.

Nail on the Head

Brass E. Tacks, care SALES MANAGEMENT:

I chuckled as I read your article in June 1 issue anent space buyers. I agree with you—and that's just why in the small advertising agency we always hear the complete story of all space peddlers, as you call them. We take the attitude that \$1,000, \$2,000, or \$5,000 after all is the other fellow's money. And we're spending it. Why shouldn't we spend it as carefully as we would our own dollars?

Maybe that's why space peddlers will tell us things the large space buyer never hears. It might do them some good to hear these things! You know, we can't all handle \$200,000 accounts.

Come on with some more diatribes. We all might see our faults as others see them.

R. C. BRETH,
R. C. Breth, Inc.
Green Bay, Wis.

(When shown the above, Mr. Tacks simply remarked, "Such applause takes my 'Breth' away," and ducked under the desk! —THE EDITORS.)

Correction

In a Human Side item in the June 15 issue of SM, "Newspaper Aids Radio," it was stated that Station WFIL "is controlled by the Philadelphia *Inquirer*." Donald Withycomb, general manager of WFIL, gently corrects us. The Philadelphia *Inquirer* has nothing to do with the management or control of WFIL, and does not own any stock in our company. We merely have a cooperative working arrangement with the Philadelphia *Inquirer*, the Philadelphia *Record* and the *Evening Ledger*."

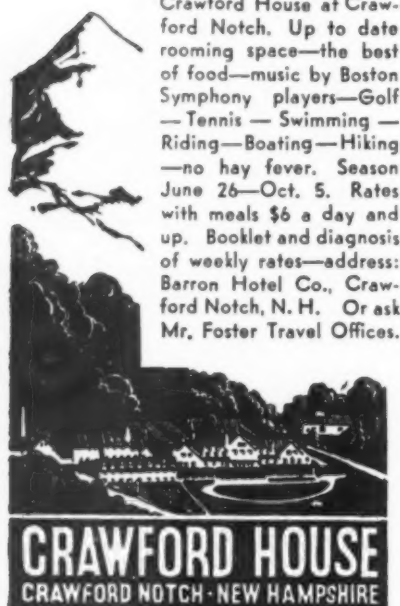
TORONTO
MONTREAL
WINNIPEG
LONDON

GIBBONS KNOWS CANADA

J. J. GIBBONS LIMITED • ADVERTISING AGENTS

REGINA
CALGARY
EDMONTON
VANCOUVER

CRAWFORD NOTCH within the shadow of MT. WASHINGTON WHITE MOUNTAINS NEW HAMPSHIRE



**ENJOY THE BEST IN
NEW YORK**

The Ambassador offers you a truly fine hotel, a distinguished address and a convenient location. Single rooms from \$5.00 Double \$7, Suites \$10.00

Ownership Management
I. C. Thorne & I. I. Atkinson

*The Hotel
Ambassador*

PARK AVE • 51st to 52nd Sts.
NEW YORK



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office, please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT Readers' Service Bureau, 420 Lexington Avenue, New York, N. Y.

New Merchandising Services for Cleveland Advertisers

Cleveland marketing activities, already ably charted and serviced by the newspapers operating in the city, are now further stimulated for advertisers by the new merchandising service of radio stations WHK and WJAY. In a recent promotional and market study of WHK (CBS outlet), giving studio, area and marketing data, a description of this new merchandising service lists such complete forms of assistance for advertisers as the following: Surveys, based on house-to-house canvas of homes and businesses, will be made without cost, first to prospective advertisers, and then to these companies as advertisers during their campaigns at such times as seem advisable; route lists for drug and grocery retailers; personal calls on wholesalers and key retailers; letters to retailers (at cost); use of United Broadcasting Company studios and talent facilities for dealer meetings. Excellent maps, with supporting statistical data on distribution and on station coverage factors, make the book very serviceable. Copies on request to C. A. McLaughlin, Station WHK, 1311 Terminal Tower, Cleveland, Ohio.

Camden Area Analyzed

Sales and advertising executives interested in the south Jersey market—some 104,359 families in the area tributary to Camden—will find a pocket edition of the retail sales activity of this area published by the *Courier-Post* newspapers decidedly worth while. The several retail classifications of sales are shown with totals of the area spent annually by the entire South Jersey area, and with comparative figures and charts for the per capita expenditure in Camden as contrasted with that of the U. S. average. For food, for example, the area spends \$38,529,000 annually, and Camden, with \$103.06 per capita food expenditures is shown in high contrast with the U. S. average of \$68.11 per capita. Inquiries for this condensed, wire-bound study, "An Authentic Presentation of Camden, N. J., and Its Retail Trading Zone," should go to F. J. Kinsella, *Courier-Post* Newspapers, Camden, N. J.

Fortune's 17.57 Readers Per Copy Pure "Velvet"

Dramatically *Fortune* presents its surplus circulation, those over-the-shoulder, borrowing, all-in-the-family readers, as "Velvet." A thirty-page board covered book, with a red velvet back and quarter binding by way of emphasis, this is the story of a 1936 survey among subscribers, 4,098 of whom filled in a complete questionnaire showing

how many and who—family, children, friends, business associates and employees, etc.—read the magazine. On the basis of 17.57 readers per copy, *Fortune* projects a total market of some 2,284,000 readers, based on 130,000 current circulation. The complete story—breaking down the readers into source (homes, offices, libraries, etc.) and types, projecting these findings to show the probable make-up of the total circulation, plus comparisons with two former surveys and the method used, makes a highly interesting picture of the magazine. Several pages of comments from readers add generously to the favorable impression created by the whole. Copies on request to Stephen R. Hoyer, *Fortune*, 405 Lexington Avenue, New York City.

Buffalo Times Puts Its Market Under the Microscope

Prefacing a detailed analysis of retail sales and other marketing factors in its area by the statement that "it is doubtful if many residential cities in the U. S. do a comparable volume of business in so small a territory," the *Buffalo Times* presents "Under the Microscope." The eight counties making up the western New York, or Buffalo, sales area have been mapped in proportional volume charts, showing retail sales in all important classifications, telephones, car registrations, income tax returns. As a further clarification of the always moot question of the size of a trading area, the *Times* has impartially pictured the trading areas shown by the A.B.C., the marketing division of the Hearst Magazines, the City Planning Commission, the Chamber of Commerce—you take your choice. Newspaper circulations are shown against these same county maps. Send for "The Buffalo Sales Area," addressing W. G. Chandler, the *Buffalo Times*, Buffalo, N. Y.

Covered Wagon Trailers

Said to be the most elaborate catalog issued by a coach trailer manufacturer, Covered Wagon Co. has recently issued a 52-page deluxe book which should be interesting to sales executives. Only a small section is devoted to commercial trailers, but the details shown of construction of the several models of pleasure trailers are important in any consideration of commercial jobs. Copies will be sent on request to F. L. Edman, Covered Wagon Co., Mt. Clemens, Mich.

Where to Sell Men's Clothing in Chicago

An extremely valuable source of information for any organizations selling to the men's clothing stores of Chicago has recently been published by the *Chicago American*. A large folded map shows the spot locations of all important retail outlets, with key indicating types of outlet and character of shopping center. With some 1,600 retail outlets for men's clothing and furnishings in this area, and combined net sales of more than \$103,676,500, the leading outlets are the 181 store locations shown on the map. Accompanying the map is a complete list of all stores, with descriptions of the characteristics of each shopping section, and stores listed, with addresses, as chains, independents, and department stores. The study can be seen on request to C. L. Gould, the *Chicago Evening American*, or by calling any office of the Hearst International Advertising Service.

SALES MANAGEMENT

Media and Agencies

(Continued from page 51)

B. B. Brewer, Ferry-Hanly, Kansas City; Osborne B. Bond, Joseph Katz Adv. Co., Baltimore; L. T. Bush, Compton Advertising, Inc., New York; N. J. Cavanagh, Roche, Williams & Cunningham, Chicago; W. J. Davis, Detroit; J. Stirling Getchell, New York; Herschel Deutsch, Lawrence Gumbinner, New York; Ted Enns, Cramer-Krasselt, Milwaukee; E. A. Fellers, Presba, Fellers & Presba, Chicago; Elmer Froelich, MacManus, John & Adams, Detroit; Gene Fromherz, J. Walter Thompson, Chicago; Carl Georgi, Jr., D. P. Brother & Co., Detroit; Max Hacker, Pedlar & Ryan, New York; Frank Hakewill, Roche, Williams & Cunningham, Chicago; H. E. Hendrick, Tracey-Locke-Dawson, New York; Maxwell R. Hott, Dr. Caldwell's Syrup of Pepsin Co., Monticello, Ill.; H. H. Hudson, H. W. Kastor & Sons, Chicago; H. L. Hulsebus, Stack-Goble, Chicago; George Johnston, Brooke, Smith & French, Detroit; R. D. Marvin, J. Walter Thompson, Chicago; John F. Mayer, Street & Finney, New York; Paul C. McCormick, McCann-Erickson, Cleveland; George McGivern, Blackett-Sample-Hummert, Chicago; Robert McNell, BBDO, New York City; R. Metzger, Ruthrauff & Ryan, Chicago; Ed Nelson, Wade Adv. Co., Chicago; George Pearson, J. Walter Thompson, Chicago; R. J. Potts, R. J. Potts Co., Kansas City; E. S. Pratt, Fletcher & Ellis, New York; N. H. Pumpian, Henri, Hurst & McDonald, Chicago; Allen Russell, Potts-Turnbull, Kansas City; John R. Sarles, Knox Reeves Adv. Co., Minneapolis; Ray G. Simmons, Meldrum & Fewsmith, Cleveland; C. P. Simpson, general sales manager, Pontiac Motor Co., Pontiac, Mich.; Frank Steele, McJunkin, Chicago; Sol Taishoff, editor, *Broadcasting*, Washington; G. L. Trimble, Marschalk & Pratt, New York; F. C. Weber, D'Arcy Adv. Agency, St. Louis; Harry Walsh, Newell Emmet, New York; Ralph Bateman, Detroit; Morris Beck, New York; Fred Bell, Atlanta; George Brett, New York; Lowell Jackson, Chicago; Eugene Katz, New York and S. L. Katz, of Chicago, all of the E. Katz Special Advertising Co.

Acting as hosts were the following representatives of the Oklahoma Publishing Co. and affiliates:

E. K. Gaylord, president; E. T. Bell, secretary-treasurer and J. I. Meyerson, sales manager, Oklahoma Publishing Co.; Ralph Miller, advertising manager, *Farmer Stockman*; Gayle V. Grubb, station manager, WYK; and O. C. Brown, advertising manager, *Oklaboman* and *Times*.

Agency Notes

Benton & Bowles, Inc., has opened an office in the Equitable Building in Hollywood for the production of its west coast radio shows, including the Maxwell House Showboat. Herschel V. Williams, Jr., will be in charge of production and Chester MacCracken will handle negotiations with networks.

Roland Martini, who has been radio director of the Gardner Advertising Company since 1933, has been elected vice-president of that agency. . . . J. Baldwin Robinson, Brazilian manager for N. W. Ayer & Son, Inc., has been appointed manager of Ayer's export division, with headquarters in Philadelphia.

C. J. Prescott, Jr., vice-president of Bennett, Inc., has announced that Bennett & Snow, Inc., has been appointed to

handle their entire advertising account, including the solvents division. . . . The Buenos Aires office of McCann-Erickson Corp. has been appointed to handle the Argentina advertising for General Electric refrigerators. . . . All national and special sales advertising of the United Drug of Boston has been turned over to Street & Finney, with a special joint campaign for the Liggett, Owl and Rexall Drug Stores handled by H. M. Kiesewetter Agency.

A. W. Wetsel Advisory Service, Inc., and Cream Top Bottle Corp. to Mackay-Spaulding Co., Inc. . . . Patrick Henry Brewing Co. and the Kiley Brewing Co. to the Chicago office of Erwin, Wasey & Co. . . . Cartwright Juniors to the Grey Advertising Agency, Inc. . . . Fitger Brewing Co. to Leo Burnett Co., Inc. . . . Utley Paint Co., Inc., to the Fitzgerald Advertising Agency, Inc. . . . J. Edwards & Co. to the deGarmo Corp. . . . Du-faycolor, Inc., to Frank Presbrey Co. . . . Scurlock Kontanerette Corp. to the Albert Kircher Co. . . . Antoine Chiris, of Grasse, France, to Thornley & Jones, Inc.

TO THE SALES DIRECTOR:

sales ability increased 400% means greater income. Being able to recognize the prospect's buying motives can make this increase possible. Free information write Karling, Dept. 1A, Box 52, Catskill, New York.

He Read All Night

"I took this book, PRACTICAL SELLING, to bed with me last night and finished it at 5 o'clock this morning. How could I compliment you more sincerely than by keeping awake all night to read your book?"—Milne, Ohio.

A Different Kind of Book on Salesmanship

Natural . . . original . . . usable. Many examples of selling. Interesting as fiction. Wealth of material for sales meetings and sales letters. "Stimulating and sensibly different."—Atkinson, N. Y. Write on your letterhead and we will send PRACTICAL SELLING on approval. 320 pages, \$3 postpaid. Tear out this ad as reminder.

O. J. McCLURE

510 N. Dearborn Street CHICAGO

Personal Service and Supplies

Cash Basis Only. Remittance Must Accompany Order.

Classified Rates: 50c a line of seven words, minimum \$3.00. No display.

EXECUTIVES WANTED

SALARIED POSITIONS, \$2,500 to \$26,000. This thoroughly organized advertising service of 27 years' recognized standing and reputation carries on preliminary negotiations for positions of the caliber indicated through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance for moderate cost of his own campaign. Retaining fee protected by a refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If you have actually earned over \$2,500, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

HELP WANTED

SALES COUNSELLOR AND ADVERTISING man wanted. Highly trained in systematically planning and creating advertising and sales. Must be a super salesman and capable of undertaking and managing publicity campaigns, and willing to come to Baltimore. State experience, age, and salary. Perry Advertising Organization, 218 Water Street, Baltimore, Md.

PHOTO OFFSET

PLANOGRAPH Offset Users; Set display type like printer—in composing stick—with FOTOTYPE cardboard letters. Save composition on paste-ups. Write for folder. Fototype, 625 West Washington, Chicago.

POSITION WANTED

MR. SALES EXECUTIVE

Have you an opening with a real future for an ambitious young man, offering a background of four years successful selling in food and drug fields? Prefer creative, wholesale selling. Married, 25, educated, have car, now in New York, but will locate anywhere. Box 540, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

OPEN FOR IMMEDIATE CONNECTION. A man thoroughly experienced in sales management and promotion, who is familiar in detail with both retail and wholesale conditions and prospects in Texas, sectionally as well as its entirety. A-1 references. Box 542, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

POSITION WANTED (Cont.)

A 30-YEAR TECHNICALLY TRAINED SALES and Merchandising Executive who has earned his spurs as an assistant, now wants larger responsibilities. He adds both legal training and cost accounting experience to actual merchandising accomplishment in the building material field; so is equipped to merchandise under modern conditions, such as the Robinson-Patman Act. Has been successful in Pricing for Profit, writing result-getting letters, and adding new products to round out lines. Box 537, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES EXECUTIVE

Sales executive now Vice-President of food packing concern doing a national business of well over \$1,000,000 is seeking a greater opportunity. He is old enough to be well seasoned (43), practical, aggressive and alert to present-day marketing. Experienced as field salesman direct to retail trade, chains jobbers and manufacturers. Has successfully created and administered sales and advertising policies thru field force and direct by mail in other lines as well as foods.

This man would come very highly recommended, not as a genius, but fully capable of handling your sales problems, a man with good judgment, honest, loyal and good habits. He is married but will locate anywhere. Probably earning more than you would care to pay at the start but is willing to be judged and compensated by the yardstick of achievement. Box 539, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

RESPONSIBLE POSITIONS

OUR STRICTLY CONFIDENTIAL AND PERSONAL method conducts negotiations for high-grade positions. Each case prepared and executed separately. Employment and identity protected. Moderate cost. If you have earned over \$2,400 yr. write Dept. G, Craig & Gravatt, Schaff Bldg., Philadelphia, Pa.

SECRETARIAL SERVICE

SECRETARIAL SERVICE AND COMPLETE office facilities—young woman correspondent and executive assistant, offers service particularly suited to concerns interested in establishing branch representation in Philadelphia, as well as to men traveling from Philadelphia as a base point, who require able disposition of correspondence and clerical details. Thoroughly experienced, best references. Box 538, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

C O M M E N T

BY RAY BILL



PUBLIC WELFARE IS NOW PARAMOUNT: The present crisis in the industrial relations of the nation so greatly concerns not only current purchasing power, present and future selling policies, but also bears so importantly on the future status of the American public that there is pressing current need for what might be termed "big time thinking" on the part of all concerned.

Developments of recent date have thrown into clear relief a number of crucial issues. Among these are:

(1) The use of the sit-down strike; (2) coercion and intimidation as regards driving this or that worker into this or that union; (3) unpeaceful picketing; (4) the broad commercial and social effects of large strikes in our present highly interdependent society; (5) the possibility of invisible government; (6) the possible stifling of the rather rare ability to conduct businesses successfully enough to result in extensive employment; (7) the responsibility of unions in making contracts which will be lived up to at both ends; (8) the relative merits of craft versus industrial unions; (9) the question of how far legislative attempts should be made to control wages and working hours and thereby assume the role otherwise commonly allotted to individual and collective bargaining; and (10) the future adherence of the people as a whole to what it has taken centuries to establish under the broad heading of law and order.

During this period of crisis, there is a prevailing tendency to consider these issues as problems primarily affecting the relations between employers and employees. To our humble way of thinking, this approach is inadequate. *In the final analysis, nearly all of these issues primarily and immediately concern the public welfare.* Adequate solutions cannot evolve out of debates and conflicts as between employers and employees. The final answers to these issues must be passed on, not by the Supreme Court of the United States or any of the minor courts, but by that great and super-important judicial body, commonly referred to as The Court of Public Opinion.

At the present time we have no axe to grind in favor of or against any particular union. We feel that partisanship, just now, cannot be wholly justified, because we feel that none of the larger labor organizations has as yet subscribed to a set of policies which meets with that all-important thing, public approval. So long as this condition continues, we believe that all leadership of the major unions is essentially weak—and that the prevailing types of union leadership will be so looked upon by the public.

Right now, it appears vastly more essential to ascertain and be guided by what the American public believes than it is to ascertain and be guided by what labor leaders, employers or politicians hold to be the answers. We are fac-

ing far more than industrial upheaval—we are looking head on at the threat of class warfare, of rape and riot run mad—yes, even of social revolution with all the human butchering which history proves that it entails. Under such circumstances there is only one great stabilizing force if we are to avoid a Fascist type of dictatorship: That is to develop a concerted public opinion on these issues.

The greatest minds in the country, and the most potent machinery at the nation's command, should be thrown into the breach. No labor union and no employer policies can stand up long if they do not concur with public opinion, however encouraging temporary victories on the industrial battle front may seem. Similarly, no legislative or administrative policy laid down by Federal, State or local government can long prevail if it does not concur with public opinion. Hence the super important need for ascertaining public opinion, not by prejudiced methods or by skim-the-surface questionnaires or surveys.

Before exposure turns too generally to fever and fever too widely to disease and death, millions of dollars should be spent to present accurate facts and then to find out what many millions of the American people believe are the proper answers to the great industrial issues of these perilous times.

How the ascertaining of public opinion on such a mass scale should be financed is a problem. *But some solution should be found, and quickly.* If the American people want sit-down strikes outlawed—if they want unions incorporated in order that they may be responsible parties to a bargaining contract—if they want unpeaceful picketing stopped by the duly constituted forces of law and order—if they want intimidation stopped in union drives for membership—if they want these or any other solutions to the major issues in our current relations, *everybody should know.* And all factors concerned, in order to best serve their own selfish interests, should be governed accordingly. For it is axiomatic that only the weight of public opinion can determine what truly is most in the public interest, and therefore in the selfish interest of those charged with great social responsibilities in the field of labor, industry and government.

And if factually-informed public opinion becomes the guide, there is no need for fear or pessimism as to the outcome. *The American people at large are intelligent, sane and law-abiding. They want markets and purchasing power preserved and enhanced for the common good.*



Paul Hesse

**"Gentlemen,
We must get that across
to the Public"**

"We must take people into our confidence—talk to them in their homes. We must do the next best thing to visiting them personally: we must go on the air."

RCA presents the "Magic Key of RCA" every Sunday, 2 to 3 P. M., E. D. S. T., on the NBC Blue Network.

FACED with new situations, new standards of economics, new attitudes of labor, Business must campaign for public favor as never before. It must recognize public good-will as the greatest possible force in Business.

Every sound business knows that people are responsive to honest leadership, honest service, honest products. And so we say: "Get your story across through the most influential force the world has ever known—*Radio, over NBC!*"

Use NBC to interpret your aims and ideals. Sell your services and your products through their outlets to 24,500,000 homes.* For wherever people *are*—wherever people *go*—there are the stations of NBC!

*—plus 4,500,000 automobile radios

NATIONAL BROADCASTING COMPANY

A Radio Corporation of America Service

Why

Why some people chase fire engines



Screech of brakes and a sudden crash will draw a crowd on a busy street. Everybody is curious about what happens in his own neighborhood.

But the people who get ahead in this inquisitive world give their curiosity a free rein. Of the entire world they ask their questions:

"Who?"

"What?"

"When?"

"Where?"

"How?"

"Why?"

They turn to TIME. TIME's business is satisfying the unresting curiosity of alert people. That's why TIME is so important to them, why they've voted it "the most important magazine published."

Curious too about the things that touch their daily lives, TIME's readers want facts and reasons about the things they buy. Telling them in TIME is the way to sell them.



TIME

CARRIES WEIGHT